

Sales Management

THE MAGAZINE OF MARKETING

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In Sales Management**

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BILL
BROTHERS
PUBLICATION

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FIFTY CENTS

MARCH • 15 • 1953



For a Lasting Impression

LET PROFESSIONALS VISUALIZE YOUR STORY

Sales are made—or lost—when salesmen are face-to-face with prospects. To make sure that a greater percentage of contacts turn into orders, show your people how to *sell better!*

Outstanding leaders have proved to their satisfaction over the years that the best way to help teach better selling methods is with instructional motion pictures.

Here, "under one roof," teams of Jam Handy specialists with many and varied interlocking skills produce fine pictures that do the job. There is one responsibility, one accounting. The customer is assured a product of uniform high quality for a single unit price, under single command. For complete information, call or write—

The **JAM HANDY** *Organization*

One-Stop Service

Convention Plans
Motion Pictures
Meetings Packages
Television Commercials
Demonstration Devices
Screen Advertising
Skits
Animated Cartoons

Training Manuals
Slidefilms
Pictorial Booklets
Transparencies
Slides
Film Distribution
Turnover Charts
Meeting Guides

Tape Recordings
Disc Recordings
Promotion Pieces
Poster Charts
Banners
Training Devices
Quiz Materials
Speech Coaching

Pageants
Stage Presentations
Portable Stage Sets
Meeting Equipment
Projection Service
Film Productions in Color
Field Surveys
Convention Supervision

OFFICES ▶

NEW YORK 19
1775 Broadway

WASHINGTON 6
1730 H Street, N. W.

DAYTON 2
318 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn. Ave.

CHICAGO 1
230 North Michigan Ave.

HOLLYWOOD 28
5746 Sunset Blvd.

Two Heads Are Better Than One



NEXT time you visit a supermarket or department store, especially on Saturday or during one of its night openings, take a good long look at the customers. See how many "couples" there are in the crowd!

This increasingly familiar husband and wife shopping team is a significant part of New York's changing retail scene, a trend that you can turn into added profits if you sell

them as they buy . . . when they're together.

And they're together when they read the Journal-American! Every evening the Journal-American is carried home to every member of the family in New York's largest evening audience . . . 112,000 families more than the second evening paper; 264,000 more than the third.

Any way you figure it, two heads are better than one! To pre-sell your brand name more effectively in America's most sales-rewarding market, send it home with the home-going Journal-American.

**FOLLOW THE LEADER HOME
TO NEW YORK'S LARGEST
EVENING AUDIENCE**



NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

MARCH 15, 1953



**...and prove it with
BUYING-ACTION!**

One sure way to get immediate buying-action from your advertising is to put it in **NEW EQUIPMENT DIGEST**. Reading N.E.D. regularly are some 200,000 key buying influences in over 40,000 worthwhile industrial plants throughout the nation.

These readers are looking for products, equipment and materials to buy... *and they do buy!*

They told us so... 5,927 of them said they had made 2,488 purchases and had 6,429 more pending, all as a result of inquiries made about products seen in N.E.D.

As sales leads and buying-action gain importance these days, N.E.D. is a better advertising buy than ever before in broad market coverage, reader interest and measurable results.

• 65,500 COPIES (total distribution)

*200,000 READERS

• in 40,209 PLANTS

A PENTON PUBLICATION

1213 West Third Street
Cleveland 13, Ohio

CCA

NBP

**NEW
EQUIPMENT
D DIGEST**

Sales Management

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10,384 Advertisers 38,942 Advertisements

Thomas Register for 1953 went to press with this record.

● 93.4% renewal by the 9,956 advertisers in the 1952 Edition, coupled with hundreds of unsought testimonials attest to profitable T. R. advertising for diversified U. S. Industry.

Thomas Register produces Sales Leads, not mere inquiries. T. R. is not read for editorial content — it is consulted When Buying is Contemplated.

The Only Paid Circulation
in the field —
ABC 96% Paid

THOMAS REGISTER

461 EIGHTH AVENUE — NEW YORK 1, N. Y.



MORE WAGE EARNERS in the TROY CITY ZONE

Means

MORE SALES

For Your Product Here

Job placements in the TROY CITY ZONE were up 11.5%* in 1952 over 1951 . . . showing an increase of 35% during the last half of 1952 compared to the last half of 1951.

So today you'll find more than 60,000 wage earners here in the TROY CITY ZONE ready to be sold. By placing your advertising in THE RECORD NEWSPAPERS you reach all of these families.

99% is our coverage.

* N. Y. State Dept. of Labor figures

Rate: 18c per line

Circ.: 46,219
(Sept. 30, 1952)

THE RECORD NEWSPAPERS

- THE TROY RECORD •
 - THE TIMES RECORD •
- TROY, N. Y.



**EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760**

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR.....John H. Caldwell
SPECIAL FEATURE EDITOR.....Lawrence M. Hughes
SENIOR ASSOCIATE EDITOR.....Alice B. Ecke
ASSOCIATE EDITORS.....Harry Woodward,
Philip Patterson, Lester B. Colby
CHICAGO EDITOR.....David J. Atchison
WASHINGTON EDITOR.....Jerome Shoenfeld
ROYING EDITOR.....A. G. Moserik
CONSULTING ECONOMIST.....Peter B. B. Andrews
PRODUCTION MANAGER.....Mary Camp
ASS'T. PRODUCTION MANAGERS
Aileen Weisburgh, Florence Baldassarre
EDIT. ASSISTANTS.....Judith Recht, Gladys Mandell
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING SALES

SALES MANAGER.....John W. Hartman
SALES PROM. MGR.....Christopher Anderson
ASS'T. PROM. MGR.....Madeline Roark
PRODUCTION MANAGER.....Nancy Buckley
FIELD MANAGERS

NEW YORK 16, N.Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Reed, W. E.
Dunsby, Wm. McClenaghan.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
93612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
TREASURER.....Edward Lyman Bill
VICE-PRESIDENTS.....C. E. Lovejoy, Jr.,
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright March 15, 1953 by Sales Management, Inc.

Member



March 15, 1953

Volume 70

No. 6

Leading Newspapers in R.O.P. Color Advertising—1952

As Measured by Media Records, Inc.

	Lines
1. MILWAUKEE JOURNAL	1,322,596
2. New Orleans Times-Picayune	927,840
3. Dallas News	875,029
4. Chicago Tribune	863,320
5. Atlanta Journal & Constitution	699,388
6. Los Angeles Times	697,440
7. Dallas Times-Herald	678,849
8. Houston Chronicle	670,900
9. Tulsa World	650,897
10. Sacramento Bee	637,922

In 1952 The Milwaukee Journal published 1,400 pages of newsprint COLOR

Advertisers used 839 pages* of run-of-paper color advertising in The Milwaukee Journal in 1952. In addition, The Journal published 575 pages* of R.O.P. editorial color during the year.

This was the sixth straight year in which The Journal led the nation's newspapers in R.O.P. color. This record volume, plus continuous editorial experimentation, assures advertisers in The Milwaukee Journal the best in newsprint color reproduction. New methods and techniques from cam-

eras to presses, are constantly being tested on editorial subjects. Your color advertising in The Journal thus reflects experience and not experiment.

If you have a new newsprint color ad approach, idea or problem, we may be able to help with practical examples if you check with us before undertaking production.

*Figures include tabloid size pages in both advertising and editorial

THE MILWAUKEE JOURNAL
"America's Most Colorful Newspaper"



Let tape recording do these jobs for you!



TRAINING NEW MEN is greatly simplified with the lifelike reproduction of "Scotch" Sound Recording Tape. Orientation talks, suggested sales approaches recorded on tape are absorbed in detail by trainees. The easy eraseability of tape makes it ideal for practicing sales talks, brushing up speaking technique.



HAVE TO MISS A MEETING? A simple-to-operate tape recorder will capture everything that goes on, reproduce it perfectly for you and any others who couldn't be present originally. Many firms tape-record annual meetings, sales conferences, convention proceedings for the benefit of branch office personnel.



TECHNICAL INQUIRIES and complaints by customers are handled efficiently by recording actual machine sounds together with detailed descriptions of the trouble. This helps experts at the home office diagnose mechanical ailments without expensive field trips. "Scotch" Sound Recording Tape reproduces every sound faultlessly.



TEMPORARY RECORDS (inventories, shipment lists, voucher numbers) needed for only short periods can be recorded on tape verbally at high speed, eliminating tedious paper work. After the information has outlived its usefulness, record new information on the same tape (this automatically erases the old recording).



The term "SCOTCH" and the plaid design are registered trademarks for Sound Recording Tapes made in U.S.A. by MINNESOTA MINING & MFG. CO., St. Paul 6, Minn.—also makers of "Scotch" Brand Pressure-Sensitive Tapes, "Underseal" Rubberized Coating, "Scotchlite" Reflective Sheeting, "Safety-Walk" Non-slip Surfacing, "3M" Abrasives, "3M" Adhesives. General Export: 122 E. 42nd St., New York 17, N. Y. In Canada: London, Ont., Can.

Make your own SLIDE FILM PRESENTATIONS

*This FREE
BOOKLET
tells how!*

Color slides  and tape recording 

...form an unbeatable combination for inexpensive, easily-prepared presentations. All the impact of color movies is yours at a fraction of the cost. It's the simplest, most effective way to introduce a new product, explain a complicated process, put across a selling story.

Our new booklet "How to Make a Slide-Film Presentation" gives you step-by-step instructions on how to plan, shoot, record and put on your own presentations. The coupon at right will bring your free copy promptly. *Send it in today!*



REG. U.S. PAT. OFF.
SCOTCH
BRAND
Sound Recording
Tape



GET YOUR **FREE COPY** of this useful, informative booklet. Read how you can make your own slide-film presentations, complete with "sound track"!

Minnesota Mining & Mfg. Co., SM-33
St. Paul 6, Minn.

- ☐ Rush my free copy of "How to Make a Slide-Film Presentation."
☐ Arrange a free demonstration of Tape Recording.

Name.....

Firm.....

Address.....

City.....Zone...State.....

Looking for information on markets for...

- ☐ Electrical Components
- ☐ Flexible Couplings
- ☐ Die Castings
- ☐ Plastics
- ☐ Powder Metals
- ☐ Nonferrous Metals
- ☐ Packings, Oil Seals, Hose
- ☐ Mechanical Tubing
- ☐ Rubber Metal Parts
- ☐ Fasteners
- ☐ Gasket Materials
- ☐ Engineering Dept. Equipment

☐ (indicate your product interest)

Studies which we have made on the markets for these products are especially interesting to sales managers. Some show where these products are used. Some show the percentage of plants where increased use is expected. For instance, in the die castings study, 23% of firms interviewed were represented as "could be" users of die castings. In POWDER METALS, 32% of users anticipated greater use and 19% of non-users expected to use them in the near future. In PLASTICS, 20% non-users indicated they plan to use plastics in near future. 41% of present users expected to use greater quantities.

Ask to see any one of these studies, or tell us your particular problem if you sell to the original equipment market. There may be other studies in our files that will answer your market questions.

Write Machine Design, Penton Building, Cleveland 13, Ohio.

MACHINE DESIGN

The Human Side

How Women Think

What sells beer? ... Advertising ... taste ... an aggressive sales force ... word-of-mouth? All of them and more. And perhaps a unique—for a beer manufacturer—sampling of opinion among American homemakers will help. At first glance—and maybe at last glance—the surveys which F. & M. Schaefer Brewing Co. has been conducting would not seem to have much to do with selling beer. And Schaefer's young president, R. J. Schaefer, isn't even trying to sell his product through the survey. This third-generation head-of-a-family company is interested in how America lives but he's wise enough to know that what people are and how they get that way determines everything from a nation's moral health to its tastes in food—and beer.

Several months ago R. J. Schaefer set the wheels rolling for a survey among housewives living in the eight northeastern states served by Schaefer. The survey consisted of 60 questions, primarily aimed at getting a closer look at how the average family lives and asking the housewife's opinions on such things as child behavior, family finances, preferences in styles and types of dwellings, furniture and other equipment. Schaefer also wanted to know how Mrs. Housewife felt about division of household work among husbands and wives. All this may sound very un-germane to selling Schaefer beer. But Mr. Schaefer believes, as do most economists for that matter, that women are the real purchasing agents of the American home. He wanted to know how the American woman was thinking and reacting to various ideas and pressures. If his findings help him sell beer—fine.



HE HELPS . . . Yep—the majority of 6,300 housewives queried by Schaefer admit that their hubbies tote that barge, lift that bale and wash dishes, too!

SALES MANAGEMENT

INDIANAPOLIS

**No. 1
MARKET**

Among Cities of Over 400,000
in Average Income Per Household

Average Income Per Household

\$6,942*

2 GREAT PAPERS GIVE YOU
**SATURATION
COVERAGE**

*Consumer Income Supplement,
1953 Standard Rate
& Data Service

With its over 550,000 population, and tremendous average income per household, metropolitan Indianapolis is America's richest, BIG Market. That's why Indianapolis is:

- One of America's leading test markets
- Ranks second in amount of national advertising dollars spent per family
- Ranks 4th in Drug Sales . . . 5th in Retail Sales per Family . . . 8th in Automotive Sales . . . among the 25 metropolitan areas of 500,000 to 1,000,000.

Indiana's two largest dailies, The Indianapolis Star and The Indianapolis News, not only give you saturation coverage of this No. 1 Market, but an effective bonus coverage of the 44 surrounding counties. Write today for full market information.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



SELL MORE IN THE SOUTH'S No. 1 State!

*A Lucky Strike
in the
Camel City **



* Winston-Salem
is the home of
R. J. Reynolds
Tobacco Co.



**1/5th* of all
RETAIL SALES**
made
in North Carolina
are made in
WINSTON-SALEM'S

WSJS
**15-COUNTY
MARKET**

*\$580,950,000—S. M.

1952 Survey of Buying Power

Recent official Hooper Ratings
show WSJS, the Journal-Sentinel
Station, **FIRST** in the morning—
FIRST in the afternoon—**FIRST** in
the evening! For the finest in
AM-FM coverage, it's WSJS
in Winston-Salem.

Represented by: HEADLEY-REED CO.

More than 6,300 families were queried. And out of the survey came some interesting and startling answers. Less than 10% of women respondents showed any concern over the state of public schools, despite the fact that overcrowding and the paucity of teachers are almost national problems. But the housewives were definitely concerned about the purchasing power of their dollars. Almost half said that their economic status was the same, or about the same as last year. But more than one-third declared that the state of their budgets was worse than last year. Only 13.9% said they were better off.

Oddly, the only group which expressed something approaching satisfaction with present economic conditions was the youngest age group—housewives of 24 or under. Larger percentages of them said they were at least as well off or felt they were better off than respondents in other age groups. Some 29.6% of housewives felt that price stabilization and wage controls would help bring down prices. And, despite the fact that the promise to cut the high cost of living was a major issue in the November Republican victory, only about one in 10 housewives polled felt that the change in administration would reduce prices.

Another factor brought out, which might give pause to psychologists, was that the average American mother doesn't worry about the time when her children will leave home and she will have to find other ways to occupy herself. ("I have years before that will happen," was a typical comment.) Maybe such lack of thought explains mother-in-law jokes.

They Know What They Want

But of one thing the housewives were sure: They know what kinds of homes they want. Of the 6,340 housewives participating in the survey, 49.5% own their own homes and 49.3% rent houses. But only 14.9%, if their choice were free, would select an apartment. By far the largest percentage—almost double the next group, those preferring modern—want a ranch-type house. And husbands' preferences nearly parallel their wives'.

Here's cheer to designers and manufacturers of contemporary home furnishings: While 46.7% own furniture of traditional design, 46.1% indicated that they would like to get rid of the traditional in favor of the contemporary. Which points up an enormous sales potential for furniture manufacturers. In New York City, two-thirds of housewives 24 years or younger prefer modern furniture to traditional. But when asked for "reasons why" the ladies were mostly at a loss. "I just like it," was the explanation.

If it needed reiterating, the survey pointed up the fact that the average husband entrusts the entire or partial handling of household finances to his wife. (Most wives admitted that their husbands gave them adequate assistance with chores about the home.) Almost one-third of the housewives stated that they took complete charge of the breadwinner's paycheck; almost another third receive household allowances. The survey points out that most wives rate financial security second to personal happiness. And nearly one-half agreed that they would rather see their husbands take a less secure job for the sake of his happiness than to hold a secure but disliked job.

The rather surprising apathy toward local public schools was emphasized when the Schaefer survey asked its respondents what one most important thing their towns needed. The answers turned up in favor of civic improvements such as better sidewalks, streets, municipal facilities or a different administration. But a few women gave positive answers: "Get rid of all the Democrats." Or "We need a ladies' cocktail lounge."

Well, Mr. Schaefer wanted to know what women are thinking. Maybe there are some things he wishes he hadn't learned.

SALES MANAGEMENT

Admen... Agency Men... Sales Managers... Merchandising Managers... Salesmen...

Plan to Attend the 7th Annual POINT-OF-PURCHASE ADVERTISING NATIONAL EXHIBIT AND SYMPOSIUM

March 31st, April 1st and 2nd, 1953... Palmer House, Chicago, Ill.

3
*Idea-Packed
Days!*

THE ONLY NATIONAL EXHIBIT

of the latest and best Window Displays and Store Displays of all types... from all sections of the country. Save your time—see the many new and ingenious devices for increasing sales ALL IN ONE PLACE—AT ONE TIME!

FREE EXHIBIT HOURS

TUESDAY, MARCH 31ST — 10 A.M. — 6 P.M.
WEDNESDAY, APRIL 1ST — 10 A.M. — 8 P.M.
THURSDAY, APRIL 2ND — 10 A.M. — 6 P.M.

- (1) POPAI Annual Symposium-Luncheon: — In the Palmer House Grand Ballroom, Wednesday noon, April 1, 1953. Principal speaker will be R. H. Whidden, Vice President in charge of sales of W. A. Sheaffer Pen Co. His topic "The Point of No Return". An inspiring message—based on a wealth of experience. Valuable door prizes. All over at 2:30 P.M.
- (2) Merchandising Forum, Tuesday, March 31st, at 9:30 A.M.: — Moderator: Ralph Head, Merchandising Executive of Batten,

Barton, Durstine & Osborn, New York. Panel includes six of the nation's top sales executives.

- (3) Merchandising Forum, Thursday, April 2nd, at 9:30 A.M.: — Moderator: Miss Jean Rindlaub, chosen "Advertising Woman of the Year". Panel includes six women merchandising executives.

- (4) "Hall of Fame" Special Exhibit: — America's most successful displays, selected for the outstanding job they have done in retail outlets for consumer products.



USE THIS COUPON TO ORDER YOUR TICKETS NOW!

POINT-OF-PURCHASE ADVERTISING INSTITUTE, INC.
16 EAST 43RD STREET • NEW YORK 17, NEW YORK

GENTLEMEN: Please send the following tickets:

_____ April 1 Symposium Tickets, including Luncheon at \$6.50 each. Palmer House Grand Ballroom. My check is enclosed.
_____ FREE Tickets for admittance to Exhibit of Point-of-Purchase Displays. Good all three days — March 31, April 1 and 2, 1953.

NAME _____ TITLE _____
COMPANY _____
STREET _____
CITY _____ ZONE _____ STATE _____

THIS ANNOUNCEMENT SPONSORED BY THE MOUNTING AND FINISHING MEMBERS OF THE POINT-OF-PURCHASE ADVERTISING INSTITUTE

WHAT SPENDERS!

These 3¾-million families
with BUY on their minds



ONLY two other man-woman magazines top Better Homes & Gardens' 3¾-million circulation. But for prospects who are *eager* to buy you can be sure that BH&G tops them all.

For *everything* in BH&G is devoted to what only the BUY-minded love: news, notes, information and practical suggestions on how to live fuller lives—and where to buy what it takes to do so.

Thus, BH&G's multimillions include only your best possible prospects—selected families with a receptive regard for BH&G's buying advice.

When BH&G carries your wares into 3¾-million homes like these, you're set to snare a full share of buyers—not merely attract a big share of readers.

BH&G **BUY**OLOGICAL BRIEFS

- In 1952—Another new high for BH&G in newsstand sales.
- More dollars of advertising, more lines of advertising and more pages of advertising were placed in BH&G in 1952 than in any other major monthly magazine.
- BH&G has exploded the myth that selected circulation must be small. BH&G now offers advertisers more than 3¾-million families—screened to be top prospects for almost anything on the market.

MEREDITH PUBLISHING COMPANY,
Des Moines, Iowa



RADIO—10.4 HOURS

Radio — 10.4 hrs. per day



Television — 2.6 hrs. per day



Daily Newspapers — 1.2 hrs. per day



Magazines — 0.79 hrs. per day



Weekly Newspapers — 0.17 hrs. per day

Iowa's 806,000 families spend more than TWICE as much time with RADIO as with all other media COMBINED!

and WHO continues to be Iowa's BEST ADVERTISING BUY!

Send for the FACTS TODAY!

These facts are taken from the 1952 Iowa Radio-Television Audience Survey conducted by Dr. F. L. Whan of Wichita University, and his staff. The new Survey again proves that radio is by all odds Iowa's best advertising value . . . and that *WHO* continues to be Iowa's best advertising buy!

WHO 

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager



FREE & PETERS, INC.
National Representatives

SALES MANAGEMENT

COMMENT

Bottleneck in the Sales Department

We talked recently with a men's wear dealer who was blowing his top. He shouted, "You can grow gray-headed and go broke waiting for some manufacturers to answer even the simplest mail inquiry!"

This dealer had found a potential customer for a sizable order of men's ties. A local bus company had standardized on a uniform for its drivers. They wanted a batch of black nylon ties. Could the dealer get some? The merchant sent inquiries to several companies. One manufacturer just shipped a batch of black knitted ties which weren't according to specifications. Out of the three others, only one had replied in the six weeks of elapsed time since the inquiry was mailed. The one who did reply did not properly answer the questions the dealer had asked.

This fragment of dealer experience points a finger at a weakness that exists in hundreds and hundreds of companies. Inefficient sales department routine is tearing down good will faster than the territory salesman can build it up. It's tearing down morale, because the salesman is the man who has to take the beating when he calls on the disappointed customer.

Now leap over, with us, to the nuts, bolts and screws business. The article about the Pheoll Co., page 30 this issue, shows clearly how the principle involved in the ties story has been put to work in an altogether different type of sales operation. Pheoll recognized the gravity of the situation created by poor follow-through at headquarters . . . especially on its slow-poke handling of inquiries. They found a way to solve it. Read the story and profit from it.

Six Traits of the Top Brass

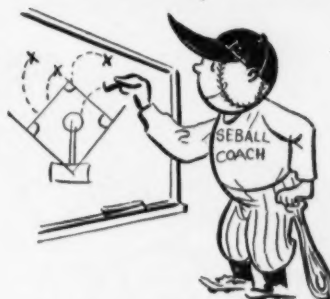
Has the 1953 general management man grown so namby-pamby through the committee system—the group think—that he no longer is a really effective leader? If you thought that the tycoon went down in the 1929 crash, and especially if you think there is no one around today to speak up for the hell-for-leather kind of leader, you may be shocked or pleasantly surprised, to learn there is an advocate.

Not, we suspect, without quite a bit of tongue-in-cheek, Cameron Hawley, author of the current best seller, "Executive Suite," and for many years advertising manager, Armstrong Cork Co., is plumping for a revival of the hard-driving leader who is sure he knows where he is going and who is not very much concerned about the hurt feelings of associates who may disagree with his goals or methods.

Whether he is an incipient tycoon who accepts public relations advice on how to be a nice guy and secretly scoffs at it, or whether he believes leadership comes through persuasion, Hawley attributes six qualities to today's big managers. Each:

1. Has intellectual integrity, quite often exceeding that of his critics.
2. Is an omniverous reader, inside and far outside of his field.

3 out of 4 COLLEGE COACHES and athletic directors are readers..



College coaches and athletic directors either buy or influence the purchase of millions of dollars worth of athletic equipment every year. And three out of every four of them are readers of *The Sporting News*!

In addition, hundreds of high school coaches and athletic directors also are regular readers.

You can reach these key men in a big market—along with thousands of other sports followers—at a minimum cost through the use of space in *America's favorite sports weekly*.

The Sporting News

Published weekly for 66 years
2018 Washington Ave., St. Louis 3, Mo.
535 Fifth Avenue, New York
520 N. Michigan Blvd., Chicago

**RICH
CENTRAL
FLORIDA**

*Where the Oranges Grow
Where the Cattle Graze*

IS AN

**ISLAND
MARKET**

COVERED ONLY BY
ORLANDO SENTINEL-STAR
MORNING-EVENING-SUNDAY
ORLANDO, FLORIDA

Not Rep. BURKE, KUIPERS & MAHONEY

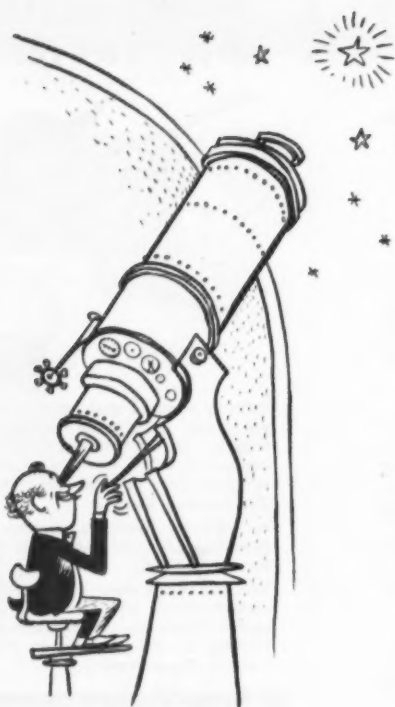
NATION-WIDE FIELD SERVICE

USEFUL TO ADVERTISERS AND EDITORS

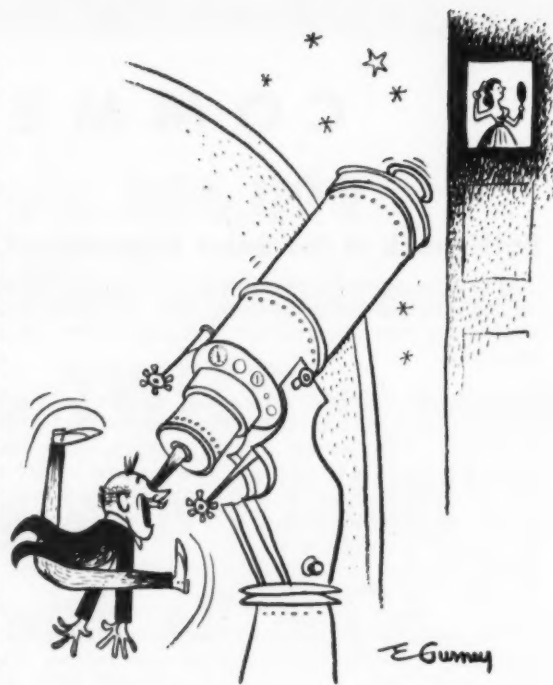
Organization of 500 capable Photo-Reporters provides effective way to obtain on-location photos, case histories, stories, testimonials and releases.

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This
is
interest



This
is
ENTHUSIASM!

The **AMERICAN WEEKLY**
creates **ENTHUSIASM***

Unique for a magazine, The American Weekly gives you
intense coverage in the key sales areas of the U. S. A.

*Enthusiasm is interest raised to a buying pitch!

3. Has a personal interest in the arts.
4. Participates actively in charities, both as a worker as well as a contributor.
5. Is a pretty nice guy—a gentleman; at times he may be too nice a fellow for the good of his company.
6. Exemplifies dynamic leadership.

We doubt that the tycoon of the turn of the century will reappear, or that his breed of leader would be effective today, but we suspect Hawley's plea will fall on more sympathetic ears than may be apparent at the moment.

In any organization, the followers do not have an unending appetite for selfless, committee-type leadership, which has characterized American business for nearly a quarter of a century. There comes a time when the followers swing around to the belief that scrappy, personal leadership is not only best for the company, but best for them as individuals. This is especially true in companies founded by men with big ideas who have perpetuated their organizations, with indifferent success, through a management committee.

Will this be the generation which prefers the leader to the head man?

Point-of-Purchase Preview

Many advertisers sense that their fellow advertisers are investing more in point-of-purchase advertising. Those of you who will attend the National Exhibit and Symposium of the Point-of-Purchase Advertising Institute at the Palmer House in Chicago, March 31-April 2, will see the evidence of the growth and vitality of this service industry.

Just how important has p-o-p become? We're going to lift the curtain a little bit on one of the five articles coming up in our April 15th issue and give you a "sneak preview."

"In 1953 national advertisers in 12 large consumer-product industries," writes Lawrence M. ("Mike") Hughes, our special feature editor, "will spend for point-of-purchase advertising 40% more of all their advertising dollars than they did in 1948.

"Of their combined expenditures then, p-o-p got 10%.

"Of their combined budgets now—and with most individual budgets larger—p-o-p has been allotted 14%.

"Thus despite the rise of television and more intense competition from other media, at-the-store efforts of these advertisers have been stepped up from one-tenth to one-seventh of all advertising they do.

"Among more than 80 advertisers who took part in this study by SALES MANAGEMENT, the p-o-p share of total still ranges widely. It stretches today from 2% to more than 50%, as compared with zero to 47% five years ago.

"But analysis of more than 70 who provide ratios for both years emphasizes a sharp trend toward the higher ratio brackets.

"In 1948, 56% of these advertisers spent 9 cents or less of each of their advertising dollars in point-of-purchase."

Now we must lower the curtain until we publish our April 15th issue with our five-feature package on p-o-p trends, a case history on regional producers of carbonated beverages, a gallery of the most effective p-o-p ideas in 1952, and a report on what branch and district managers think of p-o-p.



25,000 SQUARE FEET

OF VERY MODERN BUILDING SUITABLE FOR

Branch office and warehouse

or

Precision manufacturing plant

or

Large volume clerical work

or

Office for future plant

Air-conditioned, acoustic ceilings, asphalt tile floors throughout. Louvered fluorescent lighting. Quick-change partitions. 2-story modern, steel, concrete and brick. Charming reception lobby, heavy plate glass doors, aluminum trim. Aluminum window frames throughout. Paved, marked and flood-lighted parking for 100 cars. Approximately four acres vacant land for future plant construction with rail siding already in. In heart of Atlanta industrial area. On major truck route; truck access to both floors. Write for brochure.

Your broker,
or

**FOR
SALE**

ADAMS-CATES CO. Realtors
201 HURT BUILDING • ATLANTA, GEORGIA

1 Wheeler McMillen,

Editor-in-Chief, of Farm Journal, Incorporated, has been editing farm magazines for 30 years. Pioneer in the field of chemurgy; dynamic, forthright speaker and writer, Wheeler McMillen began his career on an Ohio farm; then successfully edited and published several weekly newspapers before moving to the magazine field in 1922 and Farm Journal in 1939.

2 Carroll P. Streeter,

Managing Editor, heads up the whole complex operation of making a finished magazine out of the raw material. Everything which goes into Farm Journal must earn his penciled "C.P.S." Streeter came to Farm Journal from The Farmer's Wife; prior to that he was farm editor of the Cedar Rapids (Iowa) Gazette.

3 Gertrude Dieken,

Editor, The Farmer's Wife, is responsible for the complete farm women's service magazine that is an integral part of Farm Journal. An

Iowa farm girl, graduate of Coe College, was a home economics editor, and did work in consumer economics at Iowa State College. She came to Farm Journal from the E. I. DuPont de Nemours Co. where she was home economics consultant.

4 Arthur H. Jenkins,

Editor, a nephew of Founder Wilmer Atkinson, has been a member of Farm Journal's editorial staff for 50 years. A noted economist, Arthur Jenkins is an authority on agricultural history and economic trends. He is the liaison between the editors and printers, the final arbitrator of editorial style.

5 Maude Longwell,

Associate Editor, edits Farmer's Wife copy, but takes time to write warm, human, family-living stories. To this she brings the experience of having reared her own family (including grandchildren), eight years as women's editor of The Arizona Farmer, plus radio broadcasting.

6 Claude W. Gifford,

Associate Editor, is the busiest man on the staff in the week before readers get their issues. He handles all last-minute report copy that moves at news magazine speed. He's Illinois farm-reared, was farm radio director for the University of Illinois before joining our staff.

7 Rachel Martens,

Associate Editor, whose home furnishing and decorating articles help farm women make brighter, happier homes. Raised on a Kansas farm; extension home furnishing specialist at Kansas State College after receiving her Master's Degree there; later a department store buyer, she's a top authority in the home furnishing and decorating fields.

8 Ray F. Anderson,

Associate Editor and dean of Farm Journal's eight full-time field editors, Ray's beat is the western corn belt. He's been a farmer, assistant county agent, newspaper farm editor, and probably knows more farmers than any other writer.



1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19

18 Twyla Pifer,

Associate Editor, is known to hundreds of thousands of teen-age girls in Farm Journal homes as "Polly." To them she writes on all phases of the business of growing up and personally answers hundreds of letters on clothes, dating, and other questions. An Ohio farm girl, and Ohio State graduate, she was formerly an editor on a mid-west daily.

19 John A. Rohlf,

Associate Editor, based in Kansas City, is constantly on the move covering the news and events of the nation's Great Plains wheat belt. Farm-reared in South Dakota, educated at Iowa State and South Dakota State, he was formerly a member of college staffs in South Dakota and Colorado.

20 Robert D. McMillen,

Associate Editor, is the only full-time Washington editor serving a single farm magazine. From Congress, White House, bureaus and farm organizations Bob McMillen reports the Washington scene in a feature department written less than a week before Farm Journal readers receive it.

21 Pearl L. Patterson,

Associate Editor, is the expert responsible for Farm Journal's top-flight fiction; its sparkling poetry of genuine literary merit. Each month her skilled eyes travel over hundreds of manuscripts in her quest for those stories and poems that measure up to Farm Journal's strict requirements.

22 Richard C. Davids,

Associate Editor, deals mainly with the interests of Farm Journal's readers as people—their health, their schools, their communities. Born on a Minnesota farm, educated at the University of Minnesota, his style is warm and human.

23 Hilda McCall,

Editorial Assistant, gets more mail than any other editorial staff member. She is in charge of Farm Journal's National Service Department, that answers hundreds of inquiries received daily from readers on every manner of subject.

24 Lane M. Palmer,

Associate Editor, edits all copy that goes into Farm Journal, advises on editorial illustration and presentation. Native of an Idaho dairy farm, he was educated at Utah State College, the University of Wisconsin, and was formerly an extension editor on the staff of North Carolina State University.

25 Phyllis C. Wendell,

Editorial Assistant, for crops and soils, has a background of experience in county agents' offices and at South Dakota State College. Her job: to keep department copy moving.

26 Charles E. Ball,

Associate Editor, based in Dallas, and covering the West South Central States, was born on a cotton and livestock farm in Texas; a graduate agricultural engineer from Texas A & M, was managing editor of a southern farm magazine.

27 Reta H. Clarke,

Editorial Assistant, heads Farm Journal's editorial production department. Deadlines are her business. Keeping copy, art and layouts on schedule to meet the demands of Farm Journal's speedprinting requirements are her responsibility.

28 Henry M. Simons, Jr.,

Associate Editor, headquarters in Atlanta, and has the southeast for his beat. A boyhood on a truck and nursery farm made a horticulturist out of him. After graduating from Clemson College, Simons became an experiment station editor there, later worked for a southern farm magazine.

29 Robert G. Fowler, Jr.,

Associate Editor, covers the Pacific Coast from our editorial office in San Francisco. A native of the territory in which he works (true of all Farm Journal's field editors), he was born in Oregon, graduated from Oregon State College; has been a county agent, and a farm extension editor.

30 Louise Tiedemann,

Editorial Assistant, is primarily responsible for keeping The Farmer's Wife copy moving according to schedule. A housewife herself, she lends her experience as well as her editorial judgment to the selection of household practice copy.

31 George W. Wormley,

Associate Editor, has joint responsibility for copy on crops, soils, agricultural chemicals, farm machinery. Grew up on an Iowa farm; graduated from Iowa State, he was formerly an editor at Iowa State College and the University of Arizona.

32 Al J. Reagan,

Art Editor, directs layout and illustration of The Farmer's Wife pages. His fine sense of color and design is reflected in professional acclaim, particularly for Farm Journal's 4-color pages. For his own art expression, Reagan uses oils.

33 William Wilson,

Art Assistant for The Farmer's Wife, he plans layout and typography—makes certain that material gets to the engravers on time. Wilson graduated from the Philadelphia Museum School of Art, and does his own painting in wash.

34 Catharine Nutt,

Associate Editor in the home furnishings department of The Farmer's Wife, she studied interior decoration, textiles, design, and journalism in college; has been a fashion coordinator and promotion manager in the department store field.

35 Charles E. Williams, Jr.,

Art Assistant, is responsible for the art and layouts that make the farm production department's practical demonstrations a "must" reading for busy farmers. He also assists with the physical presentation of other features in the magazine.

36 Evelyn Craig,

Associate Editor, graduated from college in home economics with a Master's in related arts from Columbia. Was assistant director of Armour's Consumer Service Dept. Now she is in charge of Farm Journal's Kitchen, which tests hundreds of recipes before a single one is published; tests equipment, too.

37 Max E. Kille,

Art Editor, directs illustration and layout of all farm and general copy in the book. His specialty is hard-hitting, functional presentation of copy for maximum readership and usefulness. He also draws cartoons with a fine, crisp line.

9 Ralph D. Wennblom,

Associate Editor, writes about crops, soils, machinery, chemicals from his experience on a South Dakota farm and his training in agronomy, at South Dakota State College. Now based in Philadelphia, he visits farms from coast to coast.

10 Rosalie Riglin,

Associate Editor, in charge of the foods and equipment department of *The Farmer's Wife*. An Iowan, she studied both home economics and journalism at Iowa State College; was on the foods staff of Safeway Stores, then on a Pacific Coast daily, before joining the staff of *The Farmer's Wife*.

11 Loren Donelson,

Associate Editor, was head of the department of journalism at South Dakota State College 10 years (two of his former students are also Farm Journal Editors). Iowa farm-reared, Donelson helps plan the magazine and is responsible for writing the Orchards and Garden column.

12 Vernon Vine,

Associate Editor, edits Farm Journal's poultry department. Formerly a farm newspaper editor and a Department of Agriculture information specialist, he was reared in a commercial poultry area of Washington State; travels widely for developments within the poultry industry.

13 Tracy Richard,

Associate Editor for fashions and grooming, through her articles helps farm women achieve their best, appearance-wise. She spent her girlhood in the mid-west, was educated there and came to the Farm Journal from one of the world's largest dress manufacturing companies.

14 Cameron Hervey,

Associate Editor, covers the eastern half of the corn belt in his own airplane; travels the country for photo-stories that are his specialty. Ohio farm-reared, graduate of Ohio State University, Hervey makes his headquarters near Chicago.

15 Paul Friggens,

Associate Editor, knows western cattlemen and sheepmen from border to border. Headquartering in Boulder, Colorado, covering the Mountain States, Friggens writes with authority. He grew up on a South Dakota ranch, attended South Dakota University and was an executive of the Associated Press.

16 Virginia Brown,

Editorial Contributor, now a young mother, works on child health and child care copy, reads hundreds of farm women's letters each month to select those to be printed. A native of West Virginia, graduate of Concord College, she taught teen-agers before joining *The Farmer's Wife* as teen editor, "Polly."

17 Ray Dankenbring,

Associate Editor, was his father's partner on a dairy and hog farm in Iowa; graduated from Iowa State College, wrote for specialized dairy publications before joining Farm Journal. He handles Farm Journal's dairy and livestock copy.



20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37

37 REASONS FOR SUCCESS

- In every successful business enterprise behind the people of management, finance and sales are the men and women who design and produce the product.

The heart of every publishing success is the Editorial Staff, the men and women who create the publication.

All of their skills and talents are concentrated on one objective —serving the needs and interests of their readers.

Meet the 37 men and women who create and produce the largest, most successful farm magazine in the world, Farm Journal.

Graham Patterson

PUBLISHER

FARM JOURNAL, INC.

Washington Square
Phila. 5, Pa.

How BIG is the **LIFE** market?

The market **LIFE** reaches with a single issue (11,880,000 households*) is big enough, all by itself, to consume the entire yearly production of most brands, many manufacturers, many entire industries.

**From A Study of the Household Accumulative Audience of LIFE (1952), by Alfred Politz Research, Inc.*



In one food product:

If, this year, just 3 cups of soluble (instant) coffee were consumed daily in the households reached by one issue of **LIFE**, sales to this group alone would be more than double the 1951 retail sales of all soluble coffee brands combined.

In the entire food field:

If, this year, the 20 leading U. S. grocery chains (comprising 13,712 stores) supplied the yearly food requirements of only the 11,880,000 households reached by a single issue of **LIFE**, their sales would be double those of 1951.

Because of LIFE's bigness, and because of **LIFE's** powerful local impact:

Food advertisers last year invested \$14,673,235 for advertising in **LIFE** . . . more than double the figure for the next leading magazine. (Source: P.I.B.—gross figures.)

To back up their investment, these advertisers

bought 1,124,872 pieces of point-of-sale material for retail tie-ins; and food retailers—chains and independents—staged 916 store-wide "Advertised-in-LIFE" promotions.

LIFE

The number one medium in the nation's number one business—**FOOD**

SIGNIFICANT TRENDS

As seen by the Editor of Sales Management for the fortnight ending March 15, 1953

DANGEROUS INVENTORIES?

No one ever has—probably no one ever will—figure out what is the perfect inventory industry by industry. Today inventories of manufacturers, wholesalers and retailers are at an all-time dollar high—but don't forget that these are inflated dollars.

During 1952, stocks of manufacturers increased \$591 million and those of retailers \$301 million, while wholesalers reduced their holdings by \$79 million. The total increase over the previous year was only 1.43%. But replacement costs were lowered throughout the year. So there's been a greater rise in physical unit than indicated by book values alone.

Prentice-Hall has taken the realistic approach of relating inventories to sales. At the high point of the 1951-52 inventory cycle, business inventories were about 52 days' sales at the then-current sales rate. The low point was 42, and the most recent point 47. Here are the Prentice-Hall estimates for the major categories:

	Inventory in days' supply		
	'51-'52 High	'51-'52 Low	As of Dec. 31, 1952
All U.S. business	52	42	47
All manufacturing	62	39	54
Soft goods	54	43	48
Hard goods	71	48	61
All wholesale trade	38	30	33
Soft goods	29	24	26
Hard goods	61	40	51
All retail trade	51	43	44
Soft goods	42	37	37
Hard goods	73	51	58

Manufacturers' new orders have declined in recent months, and the value of unfilled orders, or manufacturers' backlogs, reached a peak last September. Since then unfilled orders have dropped 5.8%. Some businessmen say that the September total was a false peak which never would have been achieved had it not been for the dislocation of supply entailed in steel production.

IS PERSONAL SELLING DOOMED?

We're inclined to go along with a New York advertising agency which contends that many national brands are dangerously under-advertised. The agency says, "They are under-advertised with respect to the fearful droop in floor selling. They are under-advertised with respect to the remarkable rise of the store brand, which in turn is premised both on store advertising and the remarkable rise in the shopper prestige won by our giant retailers. And they're even more dangerously under-advertised

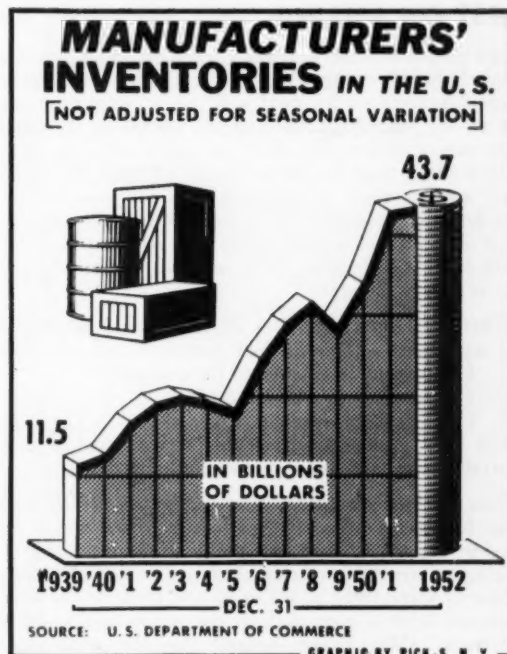
with respect to the coming age of self-service retailing of non-foods in non-food outlets."

But we part company with this agency when it says, "In many industries it isn't only floor selling that has gone into a tailspin. Other selling has also tended to hit the toboggan. Take food. Some of our largest food manufacturers really do not have selling forces—their men are really sales promotion specialists . . . The day of the individually spoken word as the *basic* sales-creating factor is waning in every step of the selling process . . . Only advertising can bridge that widening gap between the finished product and its ultimate sale."

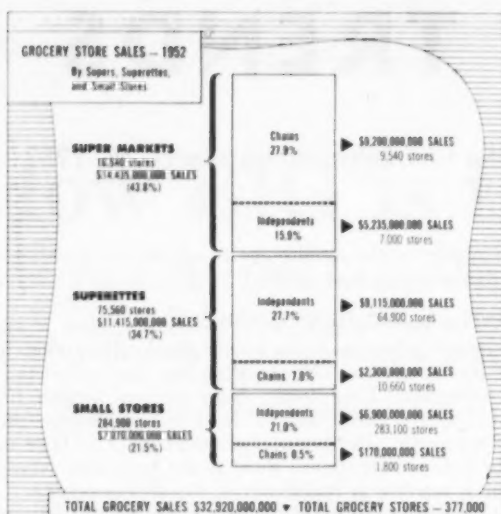
Of course, advertising is needed—and hard-hitting *brand* advertising is an absolute necessity this year.

But what does this agency mean when it says that some of our largest food manufacturers really do not have selling forces—their men are sales promotion specialists?

What's so new about that? You can go back even before the first World War and find that salesmen representing the leading consumer goods advertisers of that day were devoting most of their time to showing retailers how to make the national advertising work for them. Instead of merely selling the product they devoted greatest attention to selling the tinkle of the cash register.



Are they dangerously high? Compare year-end figures with low and high points in the 1951-52 cycle in text table.



Progressive Grocer's annual survey shows that chains and independents gained about equally during 1952, and that food stores as a group accounted for nearly half of the retail sales gains of the year.

Half of the cracks you hear about the decline of selling are merely exercises in semantics. Many of these men who have come to bury the salesman seem to define selling as beating a guy over the head until he yells "uncle" and signs an order.

Let's admit without question that the field men of giant food corporations, such as General Foods and Heinz, are "really sales promotion specialists." Does that take them out of the realm of being *salesmen*?

PABST ON SELLING

Last month Forrest L. Fraser, executive vice-president of the Pabst Brewing Co., told a Chicago advertising group: "Advertising by itself will not accomplish a complete selling job. Regardless of the power of the media or the use of this media, there are other activities down the line which must be put in motion if your advertising efforts are to result in increased sales for your product . . . I know of no program so powerful and so omniscient that it will provide all the needs of a national sales and distribution organization. The national advertising program is simply the start.

"There are three objectives which national advertising must accomplish—three distinct groups to sell:

- "1. The present sales force of the company
- "2. The retailers to whom we sell
- "3. The ultimate consumer

"It's hard to say which would come first or is more important—the sales force or the consumer."

Then he goes on to say that many advertising campaigns fail because there was a failure to sell the advertising to all three, that the problem resolves itself to checking at every point to make sure that the advertising is properly interpreted to all three and that the campaign culminates with a sales push at the point-of-sale. "This sales push," Mr. Fraser argued, "at the point-of-sale should be part of the original advertising planning. It should be a *built-in* working part of the advertising, not an attachment on the tail end of the promotion.

" . . . If advertising is to pay off in sales it must be sold all the way down the line. The sales staff must understand what the advertising is trying to accomplish. It must be sold to the retailer as well as to the consumer. It must be translated to the salesman in the street down to the driver-salesman and the distributor and the retailer—all must be convinced that the advertising is sound, solid and designed to benefit in dollar profits.

"In short, the profits from advertising are in the follow-through!"

There you have contrasting thoughts about the value of the salesman for advertised products from a certain advertising agency and an officer of Pabst. As the latter might put it, "what'll you have?"

POSTSCRIPT ON FARMERS

In the March 1 issue we tried to give a balanced picture of the farm situation—especially the farm price situation—as we saw it. Now some additional information has come to light which should be considered in evaluating the worth-whileness of the farm market.

Since 1944 there has been a steady decline in the number of farms operated and a steady increase in the average acreage per farm. In 1950, as compared with 1944, there were fewer farms in every state in the Union and an average decline of about 10%. The average production per farm worker is 70% higher than it was in 1930 and more than 30% higher than it was in 1946.

Thus, a combination of fewer farms but larger farms, plus cost reductions brought about by mechanization, result in a larger farm income divided into a smaller group of people. If you see a figure that the gross cash income from farming has gone up X%, just remember that the average farmer is better off in cash income by at least another 10%.

So far as 1953 is concerned, larger crops in the months ahead, even at somewhat lower prices, will help maintain farm income at about the 1952 levels. The Research Institute of America points out, "Unless crop forecasts turn out to be way off, the grumbling from the farm regions is due to die down."

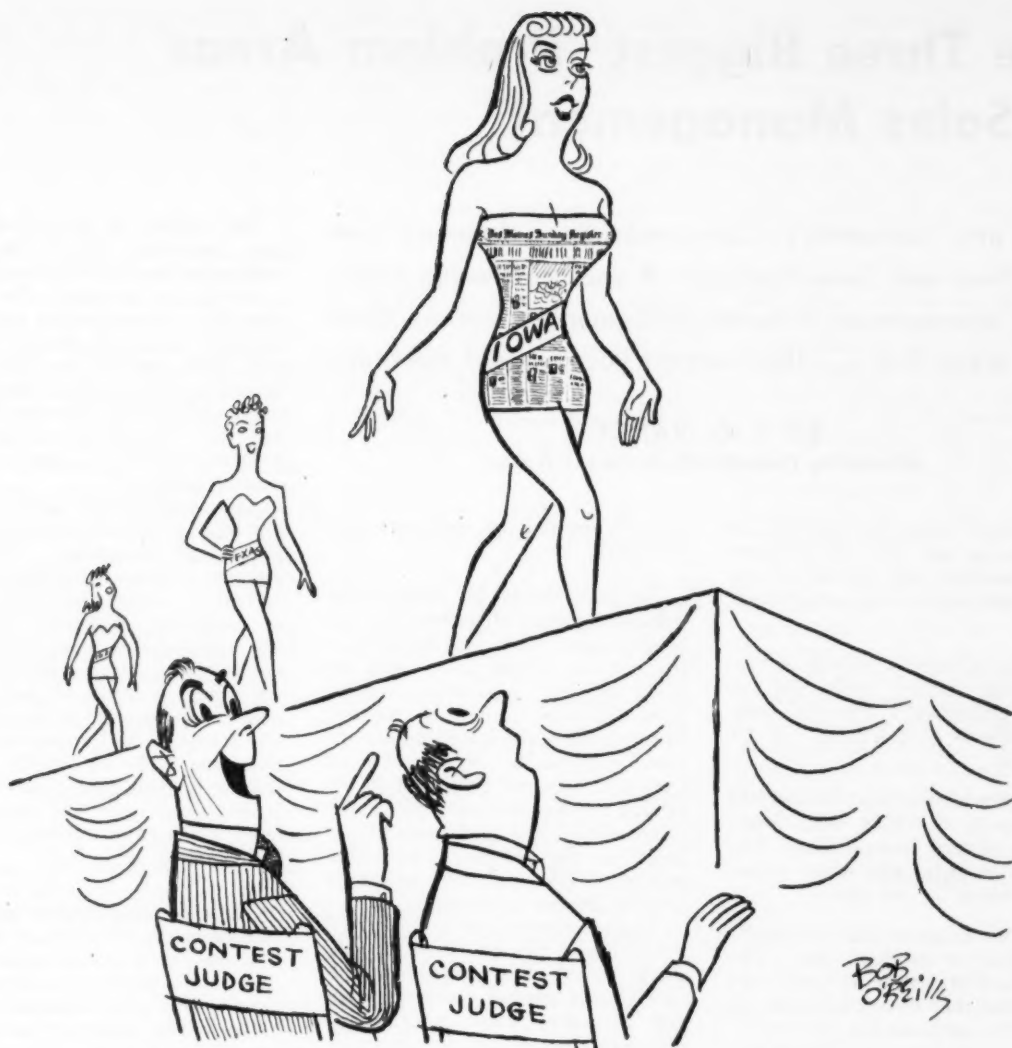
SIGNIFICANT SHORTS

Hats off to the NAM, a group we've criticized because its programs have neglected selling. Now the organization is conducting a series of clinics on the selection, training and compensation of salesmen in New York, Philadelphia, Chicago, Los Angeles and Dallas under the leadership of H. E. Humphreys, Jr., president of the United States Rubber Co., who says, "For years we've been concentrating on production. The time has come for concentrating on selling."

Stereo pictures as visual aids are becoming ever more popular. The David White Co., makers of the Stereo Realist camera and viewer, sold half its volume of viewers in 1951 to commercial buyers. In 1952 total sales jumped to 200,000 units with industrial users taking 150,000. This year the company hopes to sell 400,000 viewers, of which 300,000 are budgeted to industrial firms.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

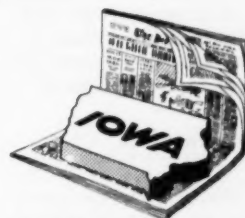


"Didn't you know that the Des Moines Sunday Register covers practically everybody in Iowa?"

Actually, the bare fact is that the Des Moines Sunday Register delivers coverage of 2 out of 3 of all Iowa families.

With a figure like that, you can see why it does such an outstanding selling job. As for county breakdown...look at this: Coverage in 83 out of Iowa's total 99 counties is an amazing 50% to complete domination. In 9 counties more it's a high 40% to 49%. At least 21% in the few others.

The Iowa market is really one to get excited about. Total income tops four billion dollars per year...nicely divided up between farm folks who are the world's wealthiest—and city people who outspend even big Philadelphia or Boston. And, you cover it all through the Des Moines Sunday Register. Milline rate is \$1.88.



PACKAGES A STATEWIDE URBAN MARKET RANKING AMONG AMERICA'S TOP 20 CITIES

ABC CIRCULATION September 30, 1952:
Daily, 369,807—Sunday, 533,204

THE DES MOINES REGISTER AND TRIBUNE

Gardner Cowles, President

Represented by:

Scolaro, Meeker & Scott—New York, Chicago, Detroit, Philadelphia
Doyle & Hawley—Los Angeles and San Francisco

The Three Biggest "Problem Areas" In Sales Management

They are: Salesmen's Compensation, Salesmen's Job Definition, and Sales Training. If you are seeking immediate improvement in sales performance, look at these three areas first . . . then correct your present weakness.

BY J. O. VANCE
Marketing Consultant, McKinsey & Co.

No matter what you sell, it's at least six to one that your biggest sales headaches are concentrated in these three common management situations:

1. The salesmen's rewards for accomplishing desired results are not clearly understood. The old question, "What's in it for me?" is not answered.

2. The salesmen have not received an adequate definition and understanding of their responsibilities. The question of "who sells what, where, and to whom" is not clear.

3. The salesmen do not really know how to do their jobs. The often heard statement of "O.K., we know what they expect, but who can do it?" is not answered.

The three major problem areas, then, are *compensation*, *job definition*, and *training*. Each represents an opportunity for improved management which, if properly exploited, can bring relatively fast results in increased sales and profit—and in improved morale in the sales force.

Compensation

The most effective modern compensation plans are designed around several basic principles. These plans contain an incentive factor based on company objectives that rewards the salesman for achieving these objectives. The method of calculating incentives is easily understood by the salesman, and prompt payments of the incentive start at some easily obtainable level and increase at a graduated scale when higher volumes are achieved. Finally, these plans recognize the principle that salesmen respond best when they have had a

hand in determining their own volume goals.

The plan should be designed to achieve company objectives: Some compensation plans are designed to pay only on volume when there are other equally important company sales objectives. In many instances the company is also interested in margins, emphasizing certain product lines and customer groups, or in obtaining new key accounts. When the compensation plan and rewards are based on the company's marketing objectives, salesmen's and company's interests become synonymous.

The management of a commercial printing firm was interested in additional volume, but wanted this volume from a selected group of potential customers whose printing requirements would provide recurring long-run orders. The company successfully achieved this objective through designation of these potential customers as key accounts, and paying an additional percent premium compensation on gross sales to any of these accounts.

The salesmen should be compensated at fair rates designed to reward the men for all important sales activities: Some plans pay salesmen a high commission rate on volume and a relatively low base salary. At the same time, the salesmen will be expected to do a good share of missionary, credit, merchandising, or technical service work that will not produce important sales volume. The natural result is that the salesmen concentrate only on potential large volume accounts. When base salaries are adjusted or the emphasis of the plan is shifted from volume, the salesmen are relieved of economic pressure to produce only volume and the difficulty is corrected.

The method of calculating incentive payments should be easily understood by the salesmen: There is a strong psychological plus in an incentive compensation plan that salesmen can easily compute on records made available to them. This helps the sales staff to relate earnings to effort and eliminates the feeling that incentives are mysterious matters predicated upon management's judgment.

Sales compensation predicated on the basis of annual profit-sharing is particularly dangerous. The management of one organization was reluctant to change from this method of computing payments. When it was realized that a percentage paid out of gross margin was virtually the same, in terms of dollars, and much more concrete to the salesmen, the change to easily computed incentives was made successfully. Profit-sharing to these men meant manipulation based upon tax factors and other management decisions beyond their control.

Incentive compensation should be paid promptly: Maximum effectiveness from an incentive compensation plan results when rewards are paid shortly after the salesman's contribution. This assists the salesmen in associating earnings with successful efforts.

A distributor of hardware items discovered that by paying incentive compensation at frequent intervals rather than in total at the end of the year, sales volume increased immediately. Under the previous system the year-end incentive payments had lost their impact.

Pay incentives both below and over quota on a graduated scale: Experience has shown that productivity and morale are improved when incentive compensation begins at an easily obtainable point below the sales goal, and increases in rate once the goal is passed. Salesmen who get a taste of plus compensation early seem to respond to the incentive and rise more quickly into the above-quota brackets.

Since incentives are often based on goals or quotas, the salesmen should understand and, if possible,

participate in the determination of the goal: Individual salesmen's field estimates of their anticipated annual sales often can make a major contribution toward formulating the company's total sales forecast. When this procedure is followed the salesmen automatically have a voice in setting their quotas. Since a salesman is literally asked how good he thinks he is when soliciting his field estimate, these forecasts will sometimes be overly ambitious. These estimates, these forecasts will some-search and management judgment. The final adjusted figure should be reviewed with the salesman, and full recognition and appreciation of his contribution expressed.

A commission agent with a large sales force operating in the 11 western states adopted the practice of requesting volume estimates and holding quota reviews with his salesmen with outstanding results. Although the agent frequently changed lines and previously suffered from a serious forecasting problem, the salesmen's estimates not only assisted forecasting, but made the quotas much more palatable to them.

Job Definition

Frequently salesmen do not have a clear understanding of their degree of authority or responsibility in their territories, and their relationship to sales management and the headquarters staff. The types and sizes of customers desired by the company should be covered in a written customer sales policy. Territorial and coverage responsibilities also become clearer when territories are laid out with realistic consideration of work required and effort available. Questions of salesman authority can be avoided if contacts by other personnel in a territory, or contemplated territory changes, are first discussed with the salesman. Finally, encouragement of salesmen's reports of competitive activity will create the concept of territorial managers as well as provide management with essential information.

State in writing the company's customer sales policy: Salesmen should have no doubts as to what types and sizes of accounts the company looks to for major portions of total volume. The emphasis upon desired customer groups may also form a part of the compensation plan.

A contracting firm largely serving the petroleum industry desired to di-

versify services to the rapidly expanding petrol-chemical industry. This desire was first communicated as a vague and unwritten objective to its field forces. It was not until the company's complete objectives and customer sales policies were set down in printed form for the salesmen that any sizable petrol-chemical construction contracts were obtained.

Lay out territories in regard to the work required and effort available: Fundamental to the development of the salesmen's clear understanding of responsibilities is the determination of practical territories.

Laying out a reasonable work load is not difficult. It is only necessary to note the average number of calls geographically possible in a given area, and the average length of a call. This in turn is factored against the number of accounts and the frequency with which they should be covered. Seasoned sales managers constantly study their territory divisions as population and industry growth and shifts make changes necessary. Many times experienced salesmen will take the initiative in suggesting such territory revisions.

Explain fully territory changes:

If territories are changed arbitrarily, the effect upon the salesman is bound to be negative. When it becomes necessary to readjust boundaries, this decision should be explained to the salesman by pointing out advantages to him in the adjustment.

The man who is told, for example, that he is "too young to coast" will respond out of a feeling of pride and natural vanity. He will tackle the new, enlarged or intensified territory assignment with vigor. But if, for example, the relationship such as one food company's representative had built up with a large super market were to be destroyed through a casual reallocation of territories, the man could be expected to feel justifiable resentment. Fair and intelligent explanation is the least a salesman deserves.

Clear all territory contacts by other personnel with the salesman:

The credit manager who invades a salesman's territory unannounced is always suspected of destroying relationships of long standing. Because the good salesman wants complete responsibility for customer relations in his area, he is entitled to consideration. This means clearance with the salesmen on credit problems, as well as all contacts made in his territory by management.

A West Coast laundry supply

house lost the excellent public relations it had enjoyed for years when a credit manager moved arbitrarily into the salesman's territory to make collections. The salesman was later put in the embarrassing position of siding with his customers against a member of his firm or endorsing the latter's tactics without having shared responsibility for the man's actions.

Encourage salesmen's reports of competitive activity in their territories:

Salesmen who are productive members of the team earn the right to be thought of as managers in their territory. Give their reports of economic and competitive conditions sincere consideration and acknowledgment. Not only is such liaison helpful to management, but the act of reporting develops a man into future management material.

A manufacturer of pressure-sensitive tapes encouraged all members of the sales team to record their competitors' new applications for existing products and new products. Through reports of competitive sales techniques encountered, the company was able to quickly develop corresponding applications. These valuable data probably never could have been produced without liaison with salesmen in the field.

Training

Sales training can either be accepted by the salesmen as a burdensome demand upon their time or as a realistic assistance in performing a better job. This latter viewpoint is more easily achieved when the training program starts with the specifics of the sales job. Subsequent training should deal with the subject of persuasion techniques, with emphasis placed on supervisory "work with" programs. A final desirable phase of effective training is periodic reviews of career progress with the salesmen.

Start sales training with the specifics of the sales job:

A sales training program should deal first with such subjects as education on product sales features, information on competitive products, maintenance of customer records, and tips on how to utilize such time-savers as appointments and planned routing.

Product sales features keyed to overcoming the most common sales objections should be the heart of this phase of the training program. It is also essential that salesmen be acquainted with the positive features of competitors' products as well as

(continued on p. 142)



BY HARRY WOODWARD

PAPA STARTED THEM RIGHT... and the brothers Schnering ended the same way: Meet Philip (left), new senior v-p in charge of sales, and Robert, new president of one of the world's largest candy makers—Curtiss Candy Co. When Bob was 14 he asked his dad—founder and then president of the company—for a summer job so that he could buy an outboard motor. The senior Schnering put his lad to work in the shipping room handling chocolate and sugar. He had to get up at 5:30, finished his day by acting as a one-man clean-up squad after everyone else went home. . . Phil has held down every sales job from retail salesman through divisional sales manager. He started with Curtiss while he was still at the U. of Chicago, worked on retail crews each summer. After graduation he took over a problem route, came up as one of the top five men in a force of several hundred. Through his efforts, working on salesman selection turnover has been reduced 55%. . . Back to Bob: After college he worked in almost all phases of the company's business. He managed the Food and Dairy Powder Department—helped cook products in the morning, sold them in the afternoon. He also managed farm operations.

LIKE ALL HIS BROTHERS... in the Merchandising Division of American Chicle Co., Lester H. Smiley joined the company as a Dentyne crew salesman. That was 25 years ago. Recently Les was appointed sales manager for the entire company. In between this big job and the first one Les has been a sales correspondent, worked in the advertising department, acted as assistant to the sales manager and was, for several years, brand manager. In the latter job he demonstrated his flair for merchandising by successfully promoting such standard brands as Beemans, Clove, Black Jack, Grape. He instituted many of the promotional activities which have helped these brands occupy their present positions. He was responsible for preparation of promotional plans for multiple unit and seasonal packings and military contracts. During the war he served in the South Pacific as commander on an LST. After 21 months of sea duty he returned to the States, joined the Industrial Incentive Division of the Navy, toured defense plants and lectured in a successful effort to cut down absenteeism and to recruit new workers.



SALES MANAGEMENT



ALWAYS THE SALESMAN... Walter T. Johnson has, in his day, sold an awful lot of people an awful lot of automobile tires: For Johnson, who has just become general sales manager of Seiberling Rubber Co., began to sell tires for Goodyear Tire & Rubber Co. down in Dallas in 1918. Did so well Goodyear sent him off to St. Louis where he managed the Auto Accessories (yep, they had 'em even then) and Tire departments. He joined Seiberling in 1927 as a salesman in Little Rock. Six months later the company sent him out to open the Buffalo district sales office. When, seven years later, he was named manager in Boston, Johnson began to feel as well-traveled as a migrating sparrow. But he hadn't finished: In '43 he was sent to Atlanta to be manager of the sales district. Now, of course, he's in Akron. He's still got a warm spot in his heart for Texas: He was born there. And for Georgia. That's where his married daughter lives.

They're in the News



HORATIO ALGER DID IT... Larry (Lauren K., if you insist on being formal) Hagaman maintains he was brought up on a strict diet of Alger stories. He saw what had been done—even fictionally—elsewhere, determined to do it, too. Today he's the new director of advertising and sales promotion of Congoleum-Nairn, Inc., after having been director of advertising and public relations of The Magnavox Co. He's always been in companies which catered to home owners: Before Magnavox he was with the Mengel Co., James Lees & Sons Co., and Armstrong Cork Co. . . No stranger to sales management circles, Larry is one of the authors of *Handbook of Sales Training*, a member of National Sales Training Executives and National Sales Executives, chairman of the special projects committee for Sales Managers Council. . . He's an active churchman, a rabid color photographer (at which he's tolerably good), plays golf (terribly), likes to ride a bicycle with his eight-year-old son, reads (everything) and is an inveterate record-listener (mostly long-hair). Loves to lecture on his favorite topic: "*Merchandising the advertising is the plus factor that makes advertising pay extra dividends.*"

Parker Pen Spoofs Retail Salespeople

The retail salesperson has been lectured and belabored for the past couple of years with righteous indignation by the press and by manufacturers. Through it all, the retail salesman seems to have maintained his indifference, the cause of the shouting, to his critics. But James N. Black, sales vice-president, Parker Pen Co., Janesville, Wis., is betting that the salesman has not lost his sense of humor.

"These cartoons," says Black, "can be considered a breathing pause along the prosaic road we've taken to help retail salespeople sell merchandise. They are the work of Robert C. Osborn. Remember his front cover on *Life*: 'The Price of the Night Before'?" Parker Pen wants its own salespeople to relax a little bit, too, and have some fun out of being human beings. Osborn's cartoons appeared originally in *Parker Pen Parkergrams*.

While the cartoons will be appreciated as satire, Parker suspects that they are just enough out-of-the-ordinary to drive home some training pointers to the retail salespeople who have done so well for Parker Pen.

To date, Parker has invested more than \$250,000 in retail sales training since 1945. Much of the training has been carried on by a team of seven specialists who have visited some 8,000 Parker outlets to give retail salespeople key selling words and phrases. All of this activity is part of the No. 5 step in Parker's sales program. The other four steps: 1. national magazine advertising; 2. local co-op newspaper ads; 3. merchandise displays in store windows; 4. lithographed displays at the point-of-purchase.



"These boring people!"



The "trap close."



"Something less expensive, perhaps?"



"But darling, I say it is the best pen."



"So I said to her..."



"I'm new here."



"Do you want it, or don'tya?"



GONE IN THE SHAKE-OUT is the bedlam of annual inventory of 10,000 items stacked on 6½ miles of shelving. Customers once had to wait on telephone while mail clerk ran downstairs to check up on an item.



A HARD-WORKING SALES TOOL—a visual presentation—helped Pheoll salesmen increase by four times the number of distributors in the \$10,000-a-year category. Small account business: routed, serviced by distributors.

How Pheoll Eliminated Losses on 6,000 "Chicken Feed" Accounts

When the company found that 25% of its customers accounted for 94% of its business, it switched over to a selective selling policy that raised the efficiency of the sales force, improved service, strengthened distributorships.

Based on an interview with

R. C. TAYLOR, JR.

General Sales Manager, Pheoll Manufacturing Co.

Are you volume happy?

If you are, and at the expense of profits, the time has come for some reflection. In the eyes of top management and corporate directors, sales executives are more responsible for gross profits than for dollar volume.

Reviewing this aspect last year, executives at Pheoll Manufacturing

Co., Chicago (nuts, bolts, screws), asked themselves questions which could apply to any manufacturer. In an effort to determine whether or not their own house was in order they asked:

Do we back up our field selling force with streamlined, efficient home office or district office service?

Can we tell immediately what we have in stock, and how much?

Do we get price quotations out promptly before competition has walked off with the order?

Do we reply quickly to customer inquiries for delivery information?

Have we specified to our salesmen how much time they are to spend with key customers, and which accounts they are not to call on?

Like so many manufacturers who sell to consumer industries, distributors and dealers, Pheoll realized it could not reply to these questions with an honest "yes." They observed that too many sales executives lose effectiveness and dilute efforts and profits by pushing and fighting for every dollar's worth of sales to every possible customer.

Pheoll took the time to find the solution.

The company tabulated sales to each of its thousands of customers. This showed dollar sales for a four-

**FOR THE
FIRST TIME
IN THE FASTENER INDUSTRY**

NOW

...a definite ALL OUT



Here is the proposition you have been waiting for. Under Pheoll's dynamic new sales policy, recognized industrial supply distributors can now participate in the fastest, most profitable program ever offered by a full-line screw manufacturer. You can cash in by using fast!

When you take on the Pheoll line, you will immediately receive all these advantages plus "make the most" too:

- **Largest Line:** The Pheoll line is the most complete fastener line in the industry. It covers the entire range of sizes, types, and finishes. You have the most complete line in the industry. You have the most complete line in the industry.
- **Largest Inventory:** Pheoll offers the largest inventory of fasteners in the industry. You have the most complete line in the industry. You have the most complete line in the industry.
- **Fast Delivery:** Pheoll's fast delivery is a major advantage. You have the most complete line in the industry. You have the most complete line in the industry.
- **Extensive Experience:** Pheoll's extensive experience in the fastener industry is a major advantage. You have the most complete line in the industry. You have the most complete line in the industry.
- **Proven Methods:** Pheoll's proven methods of distribution are a major advantage. You have the most complete line in the industry. You have the most complete line in the industry.
- **Service and Price:** Pheoll's service and price are a major advantage. You have the most complete line in the industry. You have the most complete line in the industry.
- **Proven Results:** Pheoll's proven results are a major advantage. You have the most complete line in the industry. You have the most complete line in the industry.
- **Proven Methods:** Pheoll's proven methods of distribution are a major advantage. You have the most complete line in the industry. You have the most complete line in the industry.

That's mighty good for a starter. But with Pheoll's positive referral policy, it's downright amazing!

PHEOLL

Manufacturers of

DISTRIBUTOR POLICY

**ON SCREWS
BOLTS and
NUTS**

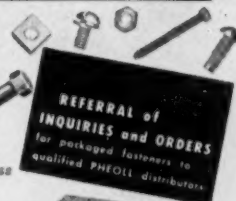
Here is the PHEOLL distributor policy that offers you more business and better profits!

- Pheoll believes that the sale of screws, bolts and nuts in packages should primarily be made through distributors.
- Pheoll says that screw manufacturers should not compete with distributors in selling fasteners for maintenance and supplies direct to consumers.
- Therefore, we will refer inquiries and orders for packaged fasteners to qualified full-line qualified Pheoll Distributors.

No other full-line screw manufacturer offers you such a straightforward sales policy.



1700 BOONVILLE ROAD
CHICAGO 26, ILLINOIS



PHEOLL MANUFACTURING COMPANY
1700 Boonville Road
Chicago 26, Illinois

Complete list of distributors in your area available upon request. Please give us the full story on your fastener requirements.

NAME _____
FIRM _____
ADDRESS _____
CITY _____
STATE _____
ZIP _____

TWENTY-THREE BUSINESS PAPERS and directories carry the Pheoll story to industrial customers. This spread, from *Steel*, is built wholly on the change in basic sales policy which is the subject of this report. Like a good

salesman, the copy talks in terms of benefits. It lists eight advantages to the distributor to be gained from Pheoll's decision to route all orders for packaged fasteners (bolts, screws, nuts) through distributor channels.

year period, compiled in descending rank, with customer ranking listed for each year. Analysis showed:

1. To whom the company was selling.
2. How much it was selling to each customer.
3. What progress it was making with each account (where it was gaining, or slipping, so that it could examine why).
4. Who its most important customers were (over-all and by territories).
5. How to gauge the profit made in selling to various classifications of customers and to various volume groups.
6. Where the greatest potential for increased sales lay.

The company at that time had 8,555 active customers. In addition, it maintained records on 2,967 recent buyers, so that it actually recognized 11,522 accounts. Enlightening was the fact that 1,451 customers, only 17% of the total number, gave them 90% of total dollar sales.

They found that 2,195 customers purchased items amounting to more than \$500 a year, but that this group accounted for 94.87% of total sales. This meant that the 6,350 active customers who purchased less than \$500 annually accounted for only 5.13% of Pheoll's total sales volume.

General sales manager, R. C. Taylor, Jr., had this realistic viewpoint: "It was apparent that a great preponderance of personnel, time, paper work and effort in our sales department was involved in servicing many small accounts which contributed a negligible portion of dollar sales and an even smaller percentage of gross profits. The direct selling of 6,000-plus small customers was obviously a costly proposition."

The company determined that if a sizable portion of these small purchases could be channeled to them through distributors, it would then be able to give better service to more profitable customers. It could give this better service with fewer people. Pheoll knew that better service was the crux of getting a greater share of the business of larger customers.

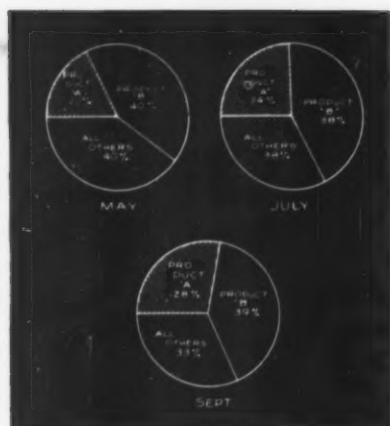
"So that our sales force would know what the score was," Taylor explains, "we spelled out the types of customers we regarded as our legiti-

mate market. We classified those to whom we would not sell. We established minimum dollar volume levels for distributors and industrial customers."

Pheoll then developed a workable distributor policy and program as a means of handling small accounts. It was put in writing, an unusual procedure in the industry. This is what it pointed out:

1. Pheoll believes that the sale of screws, nuts and bolts in packages should be made primarily through distributors.
2. Pheoll says that screw manufacturers should not compete with distributors in selling fasteners for maintenance and supplies direct to consumers.
3. Therefore, Pheoll will refer inquiries and orders for packaged fasteners immediately to qualified Pheoll distributors.
4. No other full-line screw manufacturer offers a similar, straightforward sales policy.

Taylor provided his salesmen with a visual sales presentation to aid them



Product A shows definite sales increase

• Management was sure about his recommended program for Product A after the sales manager showed them the above graph of tests in Rockford, Omaha, and South Bend.

• Sales Managers who want answers should get in touch with Burgoyne.

• Have your sales problem evaluated by over-the-counter sales . . . as have national grocery and drug clients of Burgoyne for years.

• Sales-testing with Burgoyne "store panel research" is an accepted Management tool. Such research proves new products, prices, promotions . . . determines market strategy . . . decides internal arguments.

• Tell us what you want sales-tested and ask for a research proposal.



in getting worth-while distributors into the Pheoll family. They did a fine job, attested by these results: In less than four months, the men increased by four times the number of distributors in the \$10,000-a-year category; they achieved over 75% of the goal given them for a 16-month period. The goal has been increased for distributors in this category.

"The referral of small accounts to our distributors has helped us to clear our decks for action," Taylor says. "The selling effort of our salesmen is no longer diluted by calling on thousands of customers who can buy very little from us annually. Our internal system functions much faster and more efficiently simply because the load of paper work is less. Our salesmen have caught the spirit; they are out selling with renewed confidence in the organization behind them."

Nothing Gets Lost!

Another solid cornerstone was laid on which to base Pheoll's new plan for selective selling—complete inventory control and delivery promise. The company stocks about 10,000 items, and maintains separate inventories of these items in both packages and bulk.

Taylor says, "If you called us up a year ago to find out if we had an item in stock, the only way we could tell was for the telephone clerk to run downstairs and look at the merchandise. While he was telling you we had it, an order puller could be carting it away for somebody else. Now you can call us up, telegraph or write in about an item. Within a matter of seconds, we can tell you if we have it, how much we have, and if it is out of stock we can usually tell you when it will be available."

Taylor felt that there used to be "a horrible void" in Pheoll's communication system with salesmen in the field. Today, each man on the road has an account supervisor in the home office, who is responsible for servicing his accounts. These supervisors have information on their desks, by customer, of the status of orders, back-orders, shipments and delivery.

They can handle inquiries and service follow-ups quickly. "Our goal has been to give outstanding service to customers," Taylor explains, "but we originally determined that we could not economically give the kind of service we aspired to, to 10,000 customers; but that we could do a splendid job for those who contributed 95% of our dollar volume. A

program of selective selling made this kind of service possible."

He feels that a summary could best point up some of the things selective selling has done for Pheoll:

1. More frequent calls on key accounts
2. More intense selling effort.
3. Greatly reduced inside sales and billing department personnel
4. Much better service to good customers
5. Renewed confidence on the part of salesmen
6. Eliminated unprofitable accounts
7. Reduced small order problems
8. Less paper work and service follow-up
9. Promoted better morale internally and better customer relations externally.

Although he regards selective selling as one of the most important areas of sales management, Taylor feels it is too often neglected. In addition to the benefits it brought to his own company, he cites the example of Thor Corp.

"About two years ago, the Thor Corp., Chicago, received considerable publicity when it reduced its dealer organization from 22,000 to 6,000, and increased sales at lower cost. I know of half a dozen well-managed companies that are reducing their customer lists so they can do a better selling job on the balance.

Why Unprofitable Sales

"You can't have all the business in a competitive industry, so you might as well concentrate on the most profitable. We can excuse, or even justify, an unprofitable order from a good customer. But there is no excuse for taking any order from an unprofitable account, and yet it is surprising how many sales managers accept orders they know they should not take."

In reiterating his belief that sales executives are responsible for their companies' gross profit margins, Taylor says that selective selling can be a definite factor in keeping the cost of direct selling at a minimum, thereby widening the gross margin.

"Furthermore, if you lead the way for your men through intelligent customer selection, they will be able to do an intensified and better selling job for you. The result will be a more efficient sales operation which means increased sales."

to the Sales Executive who wants
better advertising
...but thinks he can't afford it

.....

By
"better advertising"
we mean...

- ▶ advertising that increases the order-getting power of your sales organization;
 - ▶ advertising that increases the salesmen's chances of making more sales calls count;
 - ▶ advertising that prepares the salesmen's way for closing more orders, by doing most of the pre-selling "telling";
 - ▶ advertising that multiplies the circulation of your most effective sales story to more of your most likely prospects;
 - ▶ advertising that increases sales and reduces unit sales costs.
-

"Ditch-Digging"
Advertising*
is such advertising.

"Ditch-Digging" Advertising takes its cue from your customers and prospects. (What do THEY want to know about your product?) Then it rolls up its sleeves and digs for sales by helping people buy. It may not be the cheapest kind of advertising, but it costs you less!

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of any product that requires pre-purchase deliberation on the part of the buyer.

We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation by assigning to it those *informing* and *reminding* parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations, or other "mechanical" means of transmitting ideas and information.

We're set up to quickly relieve you and your advertising department of as much of the work and responsibility as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that you *can* afford a "Ditch-Digging" Advertising program, we'll be delighted to hear from you.

*Reg. U. S. Pat. Off.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LEXington 2-3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY



FIVE PACKAGES FOR \$1: This coal depot is operated by a gasoline service station attendant. Surprised? You shouldn't be because . . .

Now You Can Buy Coal In a Food Store, Too!

We're not kidding. Packaged coal is now selling at the rate of \$2 million a year. The coal dealer is not disappearing, just changing to meet requirements of today's buyers.

BY DAVID J. ATCHISON

Today's buyer can purchase his coal supply in a fruit market, or in a gas station. He can find it in grocery stores, department stores—in almost every conceivable outlet. And—it is packaged, and delivered in immaculate trucks.

There are now 34 manufacturers of packaged coal, which sells like loaves of bread in 10- and 15-pound packages, neatly wrapped, making it the cleanest coal available. According to Harry Turner, who has been secretary of the National Association of Packaged Fuel Manufacturers for 16 years, "Poor people buy it because they have fewer dollars to spend on fuel. Rich people buy it because they want the cleanest fuel they can find. It is ideal for the summer cottage as well as for the home." On a cash-and-carry basis, five of the 15-lb packages sell for about a dollar.

The 34 members of the 19-year-

old association do an annual business of approximately \$2 million, and it is growing each year.

Packaged fuel is made from small-size lumps shipped principally from the mines direct to the packaged fuel plant. The best quality of smokeless coal is used, and its uniformity is maintained by obtaining coal from one mine only. The machines make cubes usually $3\frac{1}{2}$ " square. Six of these are wrapped into a package which weighs ten pounds. In a few cities, such as Cleveland and St. Paul, a 15-pound package is made up of larger-size cubes.

The binder in most cases is corn starch, although several plants use asphalt. Both are good, and the consumer benefits three ways from buying the finished product:

1. No coal bin is required. Packages are stacked in rows and the en-

tire package (wrapper included) is put into the stove, furnace or fireplace.

2. Packaged coal is sold in large and small quantities.

3. Since there is no coal dust, the paper-covered coal bricks can be kept in the living room near the fireplace or stove. Cleanliness is an important factor in the success of packaged fuel.

Oscar E. Holmen, president of NAFM, recently developed a low-cost merchandising plan which tripled sales shortly after its adoption. He is owner of the St. Paul Packaged Fuel Co.

With a chain of Miller and Holmes gasoline stations, Holmen worked out a deal whereby he furnishes a depot for his packaged fuel. His trucks service each depot regularly. The filling station attendants sell the packages to their gasoline customers at a net profit of four cents per package.

While this method of distribution is not as automatic as a vending machine, overhead is low and sales are high. Each depot, he explains, costs only \$37.50, contrasted with the \$3,000 price of a vending machine designed for this purpose. The capacity of each depot is in excess of three tons, while that of the automatic vendor is one ton and the vendor has to be hand-loaded after it is empty.

To keep the construction cost of his depots at a minimum, Holmen used Masonite $\frac{1}{4}$ " Tempered Duoluz, an all-wood panel that withstands weather and abuse. It was simply nailed over a framework of lumber. Only 4' x 6', the depot takes

The management of a business has no inherent rights other than those it continues to earn for itself year by year, through demonstrating its ability. It must select, train, and develop management people to cope with the political, social and technical changes which face us today. This is the true criterion of management performance.

**Development of Executive
Leadership
Edited by Marvin Bower**

SALES MANAGEMENT



**Lumber and Building
Material Supermarket**

**BSN model
for 1953**



"Because **BUILDING SUPPLY NEWS** contains everything new in the building material line and is chock-full of new ideas, some 20 key people in our three units read it regularly," writes J. H. Hankins, president, Hankins-Paulson Building Materials, Uniontown and Denbo, Pa.

Flooring or floor polish, homes or home appliances, paint or plywood, garden tools or garden furniture . . . these dealers sell them ALL.

This is the year of new and improved models — and lumber and building material dealers are no exception. Witness this typical BSN reader's "plant" — a one-stop-purchase-source for an ever-expanding line of products for home, farm and professional builder. BSN-reading lumber and building material dealers are generally the **BIGGEST** merchants in the community. Their annual sales average 37% above the industry average. Dealers like Hankins-Paulson sell in the millions. For retail outlets that can help you meet today's stiffening competition, ask us about the lumber and building material supermarket — BSN model for '53 — who do in excess of 8 billion dollars worth of building, remodeling and maintenance business annually.



**BUILDING
SUPPLY NEWS**

5 South Wabash Avenue, Chicago 3, Illinois

ALWAYS THE FIRST

MERCHANDISING PUBLICATION

Why one manufacturer concentrates all his advertising in one newspaper

In eight years, Serbin of Miami, women's dress manufacturer, pushed its sales from \$890,000 a year to over \$5,000,000.

Key factor in that fast rise has been smart advertising. The company spent more money on advertising in its first year than Lew Serbin had when he started the business.

This year Serbin and Lustig Advertising Agency of Cleveland are concentrating all Serbin advertising *exclusively* in The New York Times Magazine. Already scheduled are four full-color center spreads . . . to run on four consecutive Sundays starting April 26.

"We learned from our very first advertisement in The Times Magazine," Lew Serbin says, "that it reaches retailers as well as consumers. We know from experience that The New York Times Magazine gives us more for our advertising dollar."

Lots of other advertisers know what Lew Serbin knows . . . that advertising in The New York Times pays off, big. That's why they have made The New York Times the advertising leader in the world's leading market for 34 years. Are you one of them?

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO,
DETROIT, LOS ANGELES, SAN FRANCISCO.

little room on the lot. The fuel is stored safely behind a sturdy padlocked door.

Before he supplied the depots, Holmen distributed his products in a similar manner, but dealers were responsible for warehousing facilities and in most cases the arrangement was haphazard. There was little or no control of inventory.

Inventory is now controlled by telephone instruction. Each filling station is called in the morning and, if stocks are low, a truck is sent out with a fill-in supply.

St. Paul Packaged Fuel Co. started out with six depots. Before long, Holmen saw the possibilities of sales through this method and had 44

more depots built. He plans to expand still further, and anticipates opening several hundred additional outlets.

Depots are located in Minnesota, Wisconsin and North Dakota. While the buildings remain the property of the fuel company, packages are purchased at wholesale by the filling station chain and retailed on a cash-and-carry basis (75 pounds for \$1).

Just as the iceman is passing from the American scene, a prediction by packaged fuel makers is that the grimy coal heaver will some day be dressed as neatly as a soda clerk. Literally, the coal business will some day be "all wrapped up."

Dates & Places for Sales Confabs

The National Sales Executives and its affiliated clubs again provide the setting for the exchange of profit-making ideas.

MARCH

Toledo	Sales Conference	Mar. 20
Wichita	Sales Clinic	Mar. 16-20
San Antonio	Letter Clinic	Mar. 24-26
Fort Worth	Sales Clinic	Mar. 24-27
Dallas	Sales Clinic	Mar. 30-31, Apr. 1-3
Hartford	Letter Clinic	Mar. 31, Apr. 1-2

APRIL

Kansas City	Sales Clinic	Apr. 6-8
Memphis	Sales Clinic	Apr. 6-10
Los Angeles	Sales Management Conference	Apr. 8
Milwaukee	Sales Rally	Apr. 13
Cleveland	Letter Clinic	Apr. 14-16
Greensboro	Sales Clinic	Apr. 14-16
Toledo	Sales Rally	Apr. 15
Shreveport	Regional Conference	Apr. 16-18
Washington, D. C.	Sales Conference	Apr. 17
Buffalo	Sales Clinic	Apr. 27-30, May 1
Boston	Letter Clinic	Apr. 28-30

MAY

Milwaukee	Sales Clinic	May 4-8
Toledo	Sales Clinic	May 19-22

JUNE

Atlantic City	NSE Convention	June 7-11
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Here's a Bonanza of a market!

Stake out your share of the fast growing bar-restaurant market. The U.S. public spends almost \$4 billion a year in the 40,000 leading bar-restaurants whose owners read **BAR & FOOD** magazine. These top eat-drink spots are a first-class market for anything connected with food, beverages, service or comfort.

... here's your way to this bonanza

To pick up some of the gold around these parts, tell these 40,000 bar-restaurants what you're selling in the **ONE** magazine they read ... **BAR & FOOD**. It's written specifically for them, in the language they talk. It's full of show-how ideas that make money for others ... and it's king-size in order to fully illustrate this show-how material. It's the **ONLY** restaurant magazine most bar-restaurant owners receive. (85% of our readers never read any restaurant trade publication at all until **BAR & FOOD** reached them.)

... here's extra pay-dirt free

BAR & FOOD keeps you up-to-date in this fast growing business even between issues. The Food and Beverage newsletter is sent out regularly to manufacturers, suppliers and distributors. Every letter has several pages listing bar-restaurants that are expanding, re-modeling, re-furnishing or just being planned. Name, address and who to see are included. This means new leads, new business for your salesmen. If you want to receive the newsletter, just write and ask. No charge.

... stake your claim now

U. S. Census of Business figures show that the eat-out-drink-out trend is rising. Make this market a permanent source of profit by using **BAR & FOOD**. The carefully controlled circulation of **BAR & FOOD** selects only your best prospects. It's built at the local level by food and beverage distributors' salesmen. All copies reach the kind of place and people you want to reach. Each issue produces more than 3000 product-inquiries ... hundreds of which result in sales. If you need more details, just ask for them.



Bar & Food

RESTAURANTS

A CONOVER-MAST PUBLICATION

205 East 42nd Street, New York 17, N. Y.

In any market

your basic

buy is

the

leading

newspaper.

San Francisco

EXAMINER

HEARST ADVERTISING SERVICE



Newsletter No.2

Of interest to engineers
and program directors

Besides cutting timing errors, many other improvements have resulted from increasing the size of the hub on the new "Scotch" Brand 7" professional reel. For instance, the closer speed control of the new reel has greatly reduced pitch changes in long musical selections recorded in relays. Splicing of overlaps can now be done with no noticeable differences in pitch.

The new reel has only one easy-to-use threading slot, newly designed to minimize the mechanical distortion of the layers of tape nearest the hub.

Of interest to station managers

Radio took a long step forward in eliminating major operating difficulties with the adoption of magnetic tape recording. To make tape recording even more valuable to the radio industry, the 3M Laboratories are constantly working to solve every obstacle to absolutely flawless broadcasting. Here are difficulties "Scotch" Brand's 7" professional reel has tackled for you.

Pitch Changes—In assembling a program, parts of which have been recorded on two different machines, there are sometimes noticeable variations in pitch. The new 7" professional reel, with its larger hub, has virtually eliminated pitch changes.

MEMO ON MAILINGS: "Don't use pressure; forget the adjectives!" says Minnesota Mining & Manufacturing Co. But don't be discouraged when prospects fail to respond to your first mailings. Here's . . .

How 3-M's "Crying Letter" Upped Response to 63%

There was a noticeable lack of prospect reaction to Minnesota Mining's mailings on a new recording tape for radio stations until the fifth one went out. Why did it draw?

A direct mail selling campaign which combined simplicity of approach with thoroughness of follow-up brought a 63% return for Minnesota Mining & Manufacturing Co., St. Paul, Minn.

Product to be sold: an improved, seven-inch, plastic reel for magnetic recording tape.

People to be sold: approximately 2,300 broadcasting stations, many of them small, and 600 recording studios, many of which use seven-inch reels.

The 3-M research people had recognized and solved a problem of the broadcasting industry. Because recording tape runs faster at the beginning of a reel, and slower at the end, programs sometimes ran long or short, with disastrous effect on scheduled commercial announcements.

The research and engineering divisions came up with a reel that had a

larger hub but thinner tape to compensate for the space utilized by the hub. Maximum deviation of the recorder speed was reduced to about one-half that of a standard seven-inch reel.

Then the problem became the baby of the sales division.

Paul W. Jansen, distributor trades sales manager in charge of magnetic recording tape, the 3-M advertising people and the 3-M agency worked out a direct mail campaign.

They knew that 84% of the broadcasting stations and studios made up the bulk of the potential market. Large stations could use the seven-inch reels, but 84% of the stations and studios had recorders which accommodate only seven-inch or smaller reels.

The direct mail campaign, labeled the "Hub of Better Broadcasting," was timed to coincide with advertise-

ments in business papers and others.

About the time the first advertisements appeared, station managers received a letter which pointed out that they naturally would be interested in equipment design which meant operating economies and extra efficiency. They were told that a newsletter describing a new reel would arrive in a few days.

The first newsletter to station managers, chief engineers and program directors arrived a week later. The idea, of course, was to impress top management with the economy and efficiency of the new reel, and to impress technical people with the possibility of easing some of their problems. The letters were in two sections: the section for station managers discussed the new reel in general terms; the section for technical people was in technical terms.

No Response, until ...

The fourth letter (and efforts of distributors and salesmen were timed to coincide with that letter) invited the stations and studios to try the new reel. There were not any samples but customers were invited to try the product and to note, on the bottom or back of the letter, any comments that might be of value to the company.

There was a noticeable lag in response. The 20 full-time men selling the magnetic recording tape, and approximately 70 men who sell the tape and other products said they were selling the new reels. But comparatively few comments came back to 3-M.

Three weeks after delivery of the fourth letter, a fifth letter was sent to station and studio managers and technical people. That letter became known around 3-M as the "crying" letter. The letter noted that 3-M had a product the customers needed, that they had been advised of this in previous letters, but that the letters apparently had struck no spark. Copies of previous letters were attached.

Responses began to come in. Eliminating duplications, 3-M estimated it received replies from 63% of the potential market. Of these, 32% came soon after mailing of the "crying" letter.

About 75% of the replies were noted on the bottom or back of the letters 3-M had mailed. The remainder were usual business letters. The majority said customers were enthusiastic about the new product.

Total cost of the campaign, for a company strengthening its position in a competitive field, was small—about \$3,300.



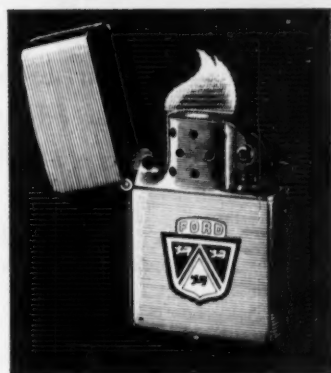
You're there ...with Zippo!

There's no better way to make a successful bid for a man's attention . . . and *hold it* . . . day after day, year after year . . . than to give him a ZIPPO, engraved with your company trademark. Wherever he goes . . . his office, club, or home . . . you can be sure he'll carry his ZIPPO. He'll treasure his ZIPPO . . . for it is the best, the most dependable, that money can buy. And he'll be constantly reminded of your firm name every time he lights up. *You* can be there with ZIPPO—send in the coupon and find out how.

ZIPPO

The One-Zip
Windproof Lighter

In Canada: ZIPPO Mfg. Co., Canada Ltd., Niagara Falls, Ontario. Prices slightly higher in Canada.



Ideal for sales incentives, length of service awards, sales promotion premiums, business anniversary gifts.

FREE mechanical service—for life!

**GET YOUR COPY
OF FREE BROCHURE!**

Zippo Manufacturing Company
Bradford, Pa. Dept. SM 33
Please send FREE brochure showing
Zippo models.
Company.....
Address.....
City.....Zone.....State.....
Att'n:.....Title.....



WHY is this a prize winning packing case?

What a New Shipping Crate Has Done for Koven

If you now consider only your own materials handling problems when you purchase shipping containers, you may be surprised at the effect on sales of a consumer product when you pay more attention to problem of the recipient.

BY A. R. HANSON • Sales Manager
L. O. Koven & Bro., Inc., Jersey City, N. J.

To many sales organizations in the field of heavy domestic appliances, protective packaging is incidental, something for which some other department is responsible.

These sales organizations ask only that the article be boxed or crated so that it reaches the distributor, wholesaler, or consumer without being damaged and with as little shipping container tare weight as possible.

What happens to the article after the distributor or wholesaler receives it, they often think, is none of their responsibility or worry.

We have discovered, however, that the shipping container can effect retail sales.

We have increased our unit sales of domestic unit heater boilers quite noticeably simply by changing our packing-for-shipment procedure to serve better the retail plumbing or heating

contractor as well as ourselves, our distributors, and our wholesalers.

This fact had much to do with William G. Joralemon, our traffic manager, winning second prize in the wirebound shipping container division of the Protective Packaging and Materials Handling Competition conducted in Chicago in October, 1952, by the Society of Industrial Packaging and Materials Handling Engineers.

The prize-winning wirebound crate permits plumbing and heating contractors to take a 794-pound Koven Model 800 unit heater boiler, still crated, down a basement stairway and through a 30-inch doorway to be uncrated at the point of installation.

Damage to customers' basement stairways and doorways and to the units themselves during delivery has thus been eliminated, a matter of great relief to contractors and a

strong public relations factor.

Many competitive products must be uncrated outside the customer's home because of the size of the crates. Some units are so bulky that they must be partly disassembled for final delivery and then reassembled for installation.

The shipping weight of the 794-pound unit is only 872 pounds, so that shipping container tare weight, including a heavy protective paper bag and a carton for fittings, weighs only 78 pounds, or less than 9% of the shipping weight. This represents substantial savings in freight costs for receivers of Koven units.

With the needs of the installation contractor in mind, the wirebound crate for the Model 800 unit is designed so that it is only 59" x 45" x 28" and has a skid-pallet base and a built-in skid on one side. This permits it to be handled and delivered either perpendicularly or horizontally. The unit is firmly secured within the crate so that it cannot shift position during shipping or handling.

Contractors Love It

Uncrating a unit is easy and quick for the contractor. The crate is closed with wire-loop fasteners which can be speedily unfastened. Only a few nails are used to secure the top and base of the crate to the one-piece wirebound wrap-around "mat" which comprises the four sides of the crate. When the nails are removed, the "mat" is lifted away, the top of the crate is removed from the unit, and the boiler is lifted from the base of the crate.

The three sections of the crate, the paper bag, and the carton are all that the contractor has to remove to keep his customer's premises tidy; there are no lumber scraps or other litter.

Since L. O. Koven & Bro., Inc., converted early in 1952 to the use of wirebound crates for its domestic unit heater boilers, it has received praise from plumbing and heating contractors throughout the country for considering their problems when packing for shipment.

The success of the conversion to wirebound crates for the Model 800 794-pound unit is indicated by a decided increase in sales. It also is reflected in our factory by our adoption of wirebound crates especially engineered for our 596-pound Model 480 unit heater boiler.

We have learned that a good package can be as important in selling heavy domestic appliances as in across-the-counter sale of smaller goods.



**Radio Station WSM
and WSM's Grand Ole
Opry has been featured
15 times in 15 months
in these — America's
leading magazines . . .**

Never in history has a single radio station and a single program received national and international recognition like this.





THIS IDEA PAID OFF: Gossard offered to split advertising costs fifty-fifty with its dealers. The company matched the dealer on

space in newspapers with copy in which the advertising illustrations were reversed. Here's a typical pair of such "echo" advertisements.

A \$1,000,000 Hoist in Sales When Gossard Digs in at Point-of-Purchase

These are the factors that contributed:

1. Better merchandising of advertising
2. A new cooperative advertising policy
3. Design of newsworthy new items
4. Improved training at the retail level
5. A new-account incentive plan

Based on an interview by David J. Atchison with
WAYNE BAUDETTE • Director of Sales, The H. W. Gossard Co.

With a potential market of more than 55 million American women over 15 years of age, a great majority of them fighting their own personal "battle of the bulge," supplying this market with foundation garments would seem to be easy. It just isn't so.

There are more than 350 manufacturers of corsets and brassieres in the U. S., who do an annual business in excess of \$400 million. Almost half of these companies have been started since 1940, but industry leaders continue to be "The Big Three," Gossard, Formfit and Warner.

The H. W. Gossard Co., Chicago, maintains its position of leadership

with sound merchandising policies, close dealer relationship (including training of retail sales personnel), plus effective co-ordination and co-operation within the company, with the sales organization and with the advertising and public relations agencies.

Obviously, there was an underlying reason behind the 1952 sales figure that zoomed \$1 million over the previous year's total, and good reason for Gossard stock to rise from 79¢ a share in 1951 to \$1.42 last year.

This was despite the fact that Gossard, according to Wayne Baudette, general sales manager, "spent less money on advertising. We took exist-

ing advertising and transposed it into merchandisable fare. Instead of waiting for results, we went out and merchandised it with our dealers."

Gossard conceived a plan about two years ago to "beat" November and December, normally slow months in the industry. For its 66 territory salespeople (49 women and 17 men on the road) a new "Account Incentive" plan was set up. This plan offers each salesman or saleswoman \$2 for each new prospect turned in. If they turn the prospect into an account and write an initial order of \$200, they receive a \$5 bonus. Result: Last November-December, while most foundation garment people were doing their Christmas shopping at leisure, the Gossard sales organization turned in 512 new prospects and opened 87 new accounts.

Currently, the five branch or division managers (New York, Dallas, San Francisco, Chicago and Atlanta) are asked twice a year to turn in names of new customers who were once prospects. Direct mail promotions from the home office in Chicago go out to these prospects at regular intervals, and when the company representative calls next time he or she is not a total stranger to the buyer.

Baudette says of the "Account Incentive" plan: "Out of that promo-



SALES TOOL: A portfolio of 15 prints, with an easel, was designed for use of Gossard salesmen, and, later, for use on retail counter for promotion of individual items in the line. Photos in frame changeable at will.



STATEMENT ENCLOSURES: They were elements in Gossard's improved point-of-purchase program. Here's the center spread of one of them . . . promoting garments designed for summer wear. Items like the camisole bra became fashion news.

tion we now have 512 prospective little gold mines."

Last fall Gossard launched a co-operative advertising plan wherein the company assumed 50% of the expense and the retailer paid the other half. In department store advertising, Gossard bought space on the right-hand page of a local newspaper, while the merchant ran the same advertisement in reverse on the left-hand page. "All advertising was aimed at being merchandisable directly for dealers and department stores," Baudette says.

Retailers were furnished with photostats of advertisements (see cut), suggestions and materials for window displays, statement stuffers and a point-of-purchase display piece.

Established in September, the "slow season" campaign set a new record of 132,000 lines of newspaper advertising on Gossard's "secret panel" foundation garments. Results were based on tearsheets sent in by accounts and salesmen. The company was astounded by the number of half-page advertisements carried in small-town newspapers, space graduating down to 1,000 and 600 lines. Co-ordinated work by the sales department and advertising was so successful that this year the plan is carried into advertising in *Ladies' Home Journal*, which will be "merchandised to the hilt."

November's slow season was further sparked by Gossard's "Fashion Preview" breakfast held at the time of the New York market. For the first time in its history, the exclusive Colony Club was open for breakfast to entertain visiting merchandising managers of major department stores,

foundation garment buyers and the company's sales representatives.

New Gossard garments were shown, but many of Gossard's salesmen and their customers were unable to attend the showing. The sales promotion department, in an effort to reproduce the show for them as nearly as possible, created an elaborate portfolio (see cut). The 11½"x 14½" folder contained a pictorial review of important new Gossard merchandise—15 photoprints with an easled mat frame for displaying them, price lists, order forms and sample stuffers for direct mail.

All-Purpose Sales Kit

Salesmen liked the portfolio because it afforded them a complete fashion preview to show prospective customers. Retailers liked it because it was (and is) an attractive selling tool at point-of-purchase, since pictures of the Gossard line could be slipped in and out of the frame "as easily as slipping in and out of a Gossard garment."

Also available for point-of-purchase display was a sign 12" long and 5½" high, colored and lettered to resemble the design on Gossard boxes. A miniature reproduction of the Gossard gold form, a figure clothed in a pantie-girdle and bra, was set into one end of the display. The figure was interchangeable with figures wearing different items in the line.

Marie Martin, chief designer for Gossard, and the three girls on her staff contributed much to the "slow

months" campaign, Baudette says. They came up with several startling items such as the modern version of the eyelet "camisole bra," and the "Sun Basque." The latter is designed for outdoor wear, exposed to the public view.

The Basque was advertised as "something new for fun-loving sunners, introduced in time to bring an extra spot of color to the southern beaches." It has a built-in bra, a slimming midriff and is made in "colorful pebbly cotton seersucker." It is said to "combine beautifully" with slacks, skirts or shorts, and can be used "on the golf course or going to market."

Priced at \$5.95, the Basque made a hit in the young women's market and was available simultaneously at all Gossard dealers. The success of the camisole bra and the Sun Basque reiterated Baudette's belief that "the days are past when the 'line' is sold. Now we sell items."

It is a constant and interesting problem to keep up not only with the changing fads of fashion, but to design foundation garments which adjust to the changing female figure. In teen-age girls, Gossard has found "a noticeable trend toward bigger busts, smaller waists and bigger hips." And the company has to keep on its toes to fit figure variations and tastes of women in all parts of the country.

During World War II, Gossard kept its sales up by creating such items as the "High-Backed Curvette." This is a corset made for women who took over men's work in industry, and is designed to ease back and ab-

IN AKRON

SCHENLEY RESERVE'S

consistent ads in
The Beacon Journal
are reaching
...

99.5%

OF THE HOMES

There's no other
medium or combination of media that offers
so much for so
little.

Akron
BEACON JOURNAL

This Stunning Gold-Tone Pen
is the WRITE line to

GOOD WILL!

PRESDON

Uniriter
WRITES DRY...

smearproof,
non-transferable
permanent ink!



write today
for full details
to:

Ferber
PEN CORP.
INGLEWOOD, N.J.

The Background for This Article:

Instead of being founded on the proverbial shoestring, the H. W. Gossard Co. was founded on a corset string by a Chicago notions dealer, Henry William Gossard, in the year 1900. At that time, the fashionable but agonized "Kangaroo figure" of the Gibson Girl was in vogue. In Paris, Gossard bought a dozen corsets which were not only straight and more comfortable than U.S. models, but which laced conveniently up the front, thus eliminating the needs for a maid or a husband at the other end of the drawstrings.

He sold these for \$50 each (American corsets sold for \$1.50) and soon produced a simplified version of his own for \$5. Other steps he took: classified the female body into nine ideal figures, thus standardizing the mass market; shrewdly marked his corsets two inches smaller than they actually were so women wouldn't squeeze themselves to death, but instead marveled at the "comfort" of their size.

When the boyish form of the '20's was popular, many corset firms folded because the girls discarded their corsets in favor of tight bindings to flatten out their bosoms. Gossard survived by turning our flimsy girdles and buying out six competitors to form Associated Apparel Industries, Inc., then the leading company in the business.

Gossard is headed today by G. A. Savard, a French Canadian who climbed from the modest job of office boy to president in 31 years, through his talent for production and labor relations.

The company has five divisions or branches, each with a manager, and 66 territory salespeople within these divisions. It has four factories in the U.S., two in Canada and two in Australia.

dominal strain caused by working long hours in factories.

When the "New Look" came in shortly after the war, dressmakers talked in the press about the "natural bust, perhaps without a bra." Gossard added for the press, "The natural, rounded bust, yes, but with an uplift!"

Several months ago, Gossard designers created a new garment that turned out to be competitive with an existent number. It was admittedly better, and sold for slightly less. Distribution was excellent on the old one. How to get the sales representatives to introduce the new one? The company knew that psychologically its sales representatives would not push the newly manufactured one as long as their customers were satisfied with the old garment.

Gossard waved the prospect of winning \$1,000 before the eyes of its sales force by announcing a new competition. It . . .

1. Set up a point system whereby

the preponderance of points went to salesmen or sales women who opened new accounts with the new garment.

2. Awarded 1 point for each garment placed with any account.
3. Offered \$1,000 first prize, \$500 second prize, nationally.
4. Offered divisional prizes of \$350 and \$100.
5. Gave points for placement of cooperative advertising with accounts and by lineage.

Results: The sales organization came within 100 dozen in substitution of the new garment for the popular standby's sales figures for the previous year. The new one, too, had a "companion garment" to be sold with it. Almost every major department store's corset department now carries the newer foundation.

Baudette, who came to Gossard from the Metropolitan Sunday Newspaper Group, Inc., Chicago, where he had considerable experience in advertising merchandising, has a simple

SALES MANAGEMENT

definition of merchandising: "It is an intelligent effort to move more merchandise toward the consumer. To accomplish this, teamwork is required between all departments within the company and between the divisions in the sales end."

He is so firm a believer in teamwork that he calls a staff meeting every Monday with the company's PR agency, a group with the high-sounding name of The Public Relations Board, and Weiss and Geller, Inc., advertising agency. In this manner, publicity, advertising and sales promotion are all tied together.

G. A. Savard, Gossard president, believes that the American woman is now sold on sensible foundation garments, and that she "shies away from fads that try to squeeze her in or make her figure what it isn't. What she wants today is 'freedom with control'."

To help women attain this freedom with control, the company operates, under the surveillance of an educational director, the "Gossard School of Corsetry," established over 25 years ago as a training program for retail sales personnel. Major market areas have stylists who conduct these schools for salespeople who learn everything from facts of anatomy to proper methods of lacing the front-lace corset, one of the most difficult to fit. Approximately 10 schools are conducted each year.

"Fact Sheets" Lift Sales

Further help at the retail level is provided by a fact sheet which covers information on Gossard's "secret panel" girdles. As a sales tool, the salesperson finds a descriptive list of all features of that garment, types of materials used and why. The company has found that where the fact sheets were used, sales zoomed on that garment. Last year it was "thrown in" with other promotional literature, but now salesmen are told that it is a "must" to get it in the corset departments.

In Gossard's annual report, dated December 29, 1952, President Savard strikes an optimistic note of the kind that has led his company to such successful marketing practices:

"It is our intention to further improve our status in the industry by the manufacture of a product of quality and the continuation of aggressive, effective sales promotion and advertising. From current business trends and the increasingly favorable demand for our merchandise, we look forward to a good performance in 1953."

successful
promotions
start here...



H&D "SELMOR" DISPLAYS

set up in a flash . . . display, promote, sell, dispense. Handsomely-Designed to boost extra "serve yourself" sales; to get that special promotion off to a flying start.



Want to prompt impulse purchases of your product? Send for "How To Select Vending Displays That Increase Sales." Hinde & Dauch, Sandusky, Ohio.

our 65th year

HINDE & DAUCH

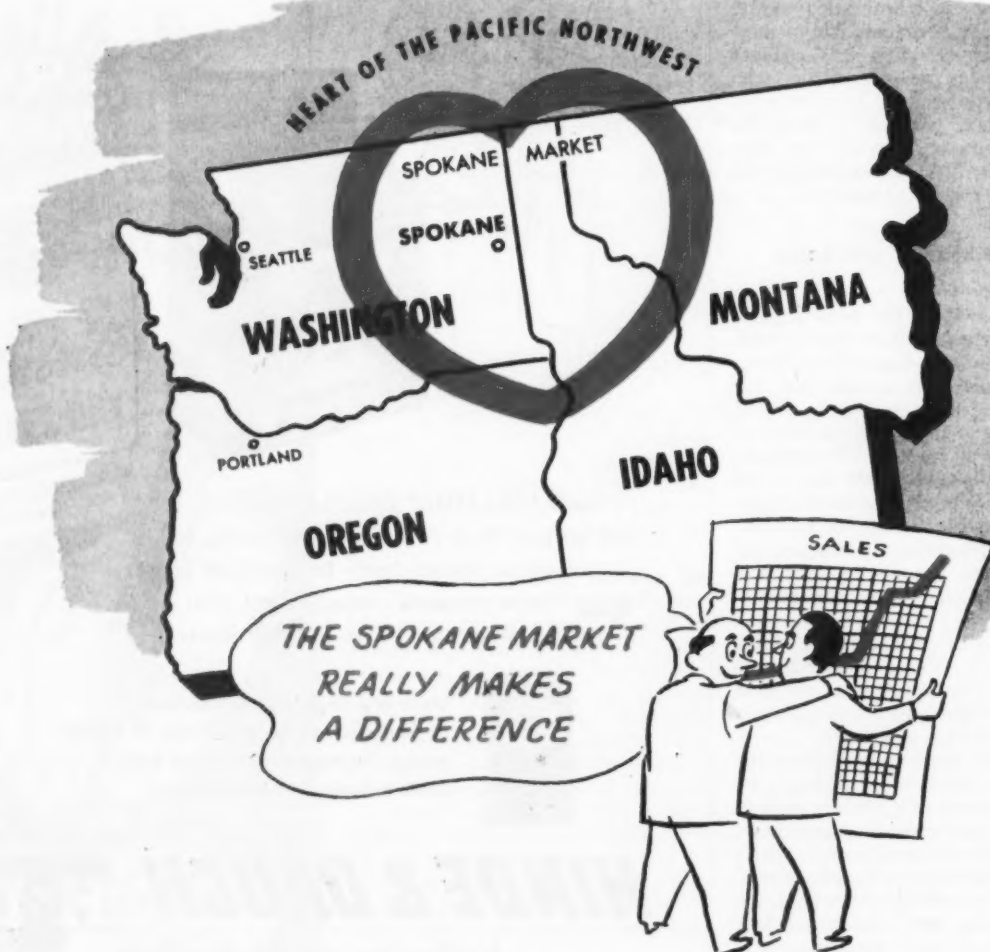


Authority on Packaging

sales reports get brighter . . .



When you cover the Billion



and brighter . . .



Dollar Spokane Market

IT'S ONE OF THE THREE MUST MARKETS IN THE PACIFIC NORTHWEST

YES, PACIFIC NORTHWEST SALES REPORTS DO GROW BRIGHTER WHEN YOU COVER THE BILLION DOLLAR SPOKANE MARKET. A nationally famous market in its own right, it is of particular importance in any Pacific Northwest sales program. The Spokane Market is a distinctly independent and unified trade area, distant from and unaffected by advertising in coastal cities 300 miles or more away. It's BIG—more than a million prosperous residents whose needs resulted in sales of retail merchandise in excess of 994 million dollars in 1951! It's RICH—buying income tops a billion dollars annually and income per farm is nearly double the U. S. farm average! It's EASY to sell!

You can tap the full buying power of the entire Spokane Market easily and economically with just one great selling medium . . . The Spokesman-Review and Spokane Daily Chronicle. These are the papers Spokane and Inland Empire residents have read and shopped from since pioneer days. They are accepted as home-town newspapers the length and breadth of the vast market. With 89% of all subscribers receiving their newspapers by carrier delivery at home, the Spokane Dailies have the acceptance and coverage which sells the Spokane Market as does no other advertising medium.

So be sure your sales program is reaching the more than a million residents of the Spokane Market and watch your sales reports get brighter and brighter.

THE SPOKESMAN-REVIEW
MORNING SUNDAY
Spokane Daily Chronicle
EVENING
SPOKANE, WASHINGTON

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CIRCULATION

Now Over
160,000

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Advertising Representatives Cresmer & Woodward, Inc., New York, Chicago, Detroit,
Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY
SPOKESMAN-REVIEW. Comic Sections: Metropolitan Group.

People and their Ideas



THREE UP: The Wooster Rubber Co. recently promoted these three gentlemen: William H. Irwin (center) becomes sm of all Rubbermaid houseware products; William F. Coulter (left), becomes assistant sm and Lawrence A. Hege is to be manager of direct sales. It's all teamwork.

Milton P. Rasmussen has been appointed assistant to the v-p in charge of publisher relations of *Parade* . . . New sm, Admiral Corporation's Radio Division, is **Wallace C. Johnson** . . . **Burton A. Ebert** has been named sm of York Safe & Lock Co. . . . **Norman Skier** has been appointed merchandise manager, Receiver Sales Division, Allen B. Du Mont Laboratories, Inc. . . . **Arden E. Swisher** has been named gsm, May Broadcasting Co. . . . Western Division, American Broadcasting Co., has appointed **William Phillipson** general manager of radio and TV operations . . . New general manager, Rubber Division, The Parker Appliance Co., is **George A. Fort** . . . New executive v-p, Chase Bag Co., is **Robert N. Conners**, the former v-p and gsm. **William N. Brock** has been named gsm . . . **E. H. Aldworth** has been elected v-p, Belco Industrial Equipment Division, Inc. He'll direct sales of Belco industrial water treatment equipment . . . **D. D. Jeffery** is the new national accounts sm, Sealright, Inc. . . . **John A. Egan** has been elected v-p for merchandising of packaged goods, Grant Advertising, Inc. . . . New general manager, Ball Brothers Co., Southwestern Division, is **John E. Bellinger** . . . **Oscar A. Shortt**, former director of sales, P. H. Hanes Knitting Co., has been elected v-p in charge of sales . . . New sales promotion manager for Philip Morris & Co. Ltd., is **Michael Keith** . . . J.

Norman McKenzie has been named v-p in charge of merchandising for The James Thomas Chirurg Co., Inc. . . . Named to the newly-created post of manager of *McCall's* Sales Promotion Department is **Albert W. Hammond** . . . **Eugene P. Lederer** has been promoted to v-p of Reinhold-Gould, Inc. . . . New gsm, International Appliance Corp., is **Lou Bernard** . . . **Edward B. Newsom** has been promoted to sales manager, Vick Products Division, Vick Chemical Co. . . . **William A. Schudt, Jr.**, has been named v-p in charge of station relations, CBS Radio Network.



SCHUDT JR.

Plain Talk

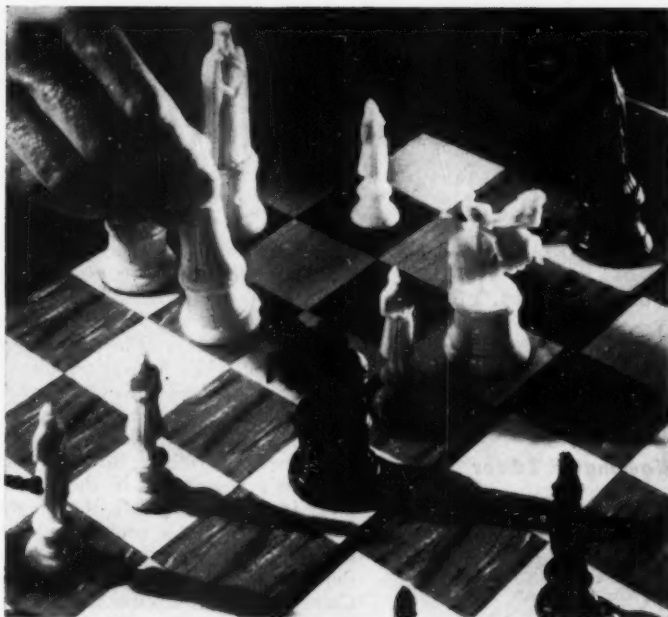
"It looks as if we are entering a competitive period when value and prices will again play their part after 12 years of a sellers' market . . . The rewards for successful competition are net profits and survival. The penalty for unsuccessful competition is failure or voluntary withdrawal from business activity . . . When the active members of the management staff are desirous of stabilizing competitive elements, markets and prices in a capitalistic system with a free market; when they begin to grow slightly lax in their interest in technological improvements which, at least occasionally, should mean lower prices to their customers; when their sole concern is concentrated on the maximum of immediate profits; when the amount of yearly combustion decreases not only physically but mentally; then if that management delays in giving way to more wide awake, more scientifically adept, more active successors, old age has crept in." **Roy A. Foulke**, v-p, Dun & Bradstreet, Inc., in a new book, *Behind the Scenes of Business*.

Learn—and Teach

Wrote **Lemuel R. Boulware**, v-p, General Electric Co., in a recent Chamber of Commerce pamphlet: "I believe it is clearly the obligation of business and professional leaders to learn—and teach—economics and to do so as a matter of self-preservation, not only for their businesses and professions but for everything else they hold dear for themselves and their fellow citizens . . . The great need is, first, to get management to go on to the more advanced economics benefiting their responsibilities and, second, to find a way to interest our 100 million adults to join voluntarily in discussion groups not as a favor to their employers but on their own time as a good citizenship duty . . ."

Seagram Looks Ahead

Describing the function of a new program instituted by his company, **V. A. Fischel** said: "An entirely new development between a supplier . . . and his distributor . . . the Seagram Family Achievement Association Program. It provides special training and educational opportunities for selected young men, associated with Seagram's or our distributors, who have displayed potential managerial or executive ability." The association, which held its first meeting in November, has been well-received by distributors everywhere.



tomorrow's
market position
must be
planned
today!

During recent years the products of many industrial equipment, tool and supply manufacturers have been *bought* rather than *sold*. Now, many companies are facing a gradual—and often imperceptible—shift to a buyers' market.

This means that competition will be a lot keener—that manufacturers must set their sights on long range sales and distribution planning. The surest approach to sales production is through a true appraisal of present performance—followed by a general strengthening program.

For the manufacturer selling through industrial distributors, building a strong sales and distribution structure is no longer just an opportunity—it's a prime responsibility! If distribution bogs down at the distributor level, it can have a far reaching effect on the entire organization of the manufacturer.

Here are a few key points that should be reviewed

by manufacturers selling through industrial supply distributors . . .

- • • Product and Product Development
- • • Packaging Design and Protection
- • • Sales Policy
- • • Pricing and Discount Structure
- • • Manufacturers Product Catalogs
- • • Distributors Catalogs
- • • Distributor Promotion and Selling Aids
- • • Manufacturers Sales Schools
- • • Distributor Sales Meetings
- • • Clinics and Exhibits
- • • Association Activities
- • • *Manufacturer-Distributor Contacts*

Plan now to strengthen your distributor structure! For experienced counsel in your sales and distribution planning, contact your nearest INDUSTRIAL DISTRIBUTION representative or write.



A McGraw-Hill Publication
330 West 42nd Street, New York 36, New York.



edited exclusively for Industrial Distributors and their salesmen

Sometimes You Sell More When You Cut Out the Commercial

Prospects have problems. When you help solve them you make it possible for people to buy your products. Here's what The Producers Council has found out in selling building materials. You might call it low-pressure selling.

BY JEROME SHOENFELD • Washington Editor

If a customer can't spare five minutes for a sales talk, invite him to a lecture that takes several hours. Although he's too busy to hear one salesman, he'll make time for three. Just assure him beforehand that each has a different product, which he'll describe exhaustively before answering questions. The affair then becomes a "panel," a "symposium," a "seminar."

It is the makers of building products — heating systems, plumbing, thermostats—who have made this discovery about customers. Several years ago, they tried it out through their trade association, The Producers Council, Washington, D. C. Member companies found they could address a few hundred at one time. Sales followed the talks.

Competitors Cooperate

People aren't asked to look at or hear about a single branded product. They're invited to discuss a problem, one of their own, and whether and how new products meet it. Representatives from three or four companies whose products apply to different aspects of that problem take the lecture platform.

A building products salesman always has problems. He can offer many attractive products, but his competitors have just as many. There are removable walls, window walls, glass which keeps out heat, separate heat controls for each room, etc. The profusion dazzles. An architect is almost tempted to hide, to go on using the prewar models he understands.

After a salesman has thoroughly established the fact that the architect's specifications govern, he still is faced with problems. A cold visit or telephone call frequently brings forth only a secretary's regretful, "He's busy now." A letter elicits a formal

promise to remember you if he ever sees salesmen.

Naturally, no architect digs in his toes, firmly resolving, regardless of what the manufacturers devise, to have none of it, to flaunt conservatism, to make a reputation as a stick-in-the-mud. New houses, new buildings display changes, which real estate salesmen and renting agents use as selling points. Architects get their names around by introducing, not by impeding, new techniques.

An architect's interest in a new feature is as avid as, and somewhat similar to, a doctor's in a "wonder" drug. If it's good, he'll prescribe it. His settled habits for discovering and judging what manufacturers offer usually excludes salesmen. He subscribes to half a dozen magazines, popular and technical, which deal with building. When he sees something he likes, he refers to Sweet's Catalog Service, Division of F. W. Dodge Corp.; for more detail, he consults technical literature published by manufacturers, which he mentions with qualified praise.

Prospects "too busy"

Although architects complained that they were swamped with manufacturers' literature and too busy for salesmen, manufacturers found them less informed than they believed themselves to be; often they specified a familiar, instead of a more recent and better, product. Clearly, the old-fashioned promotional methods—consumer advertising, technical literature, salesmen—were insufficient. Something more was needed.

Three years ago, James M. Ashley, publicity director of Libbey-Owens-Ford Glass Co. pondered two questions. His company offered heat-absorbing plate glass, which keeps out

winter cold and summer heat, but which architects did not seem to know about. How could they be told? His second problem was how to attract the new members The Producers Council (of which he was president) wanted. He solved both problems.

It occurred to him that those architects who spurned Libbey-Owens-Ford salesmen might listen to the company's engineers. If they shied away from a product talk, they might listen to one on a problem. Why shouldn't several companies put on a show addressed to "Indoor Climate Control"? He telephoned Tylor S. Rogers, Corning Glass Works, which was having just as hard a time telling architects about its new insulating material, Fiberglas.

Who Joined?

Immediate enthusiasm was tempered by the thought that two companies weren't enough, that they needed a third. Ashley and Rogers didn't spend much time comparing names: Minneapolis-Honeywell Regulator Co., with its thermostat in every room, was showing that you didn't need to freeze the house to cool the kitchen. That fit. That Honeywell did not belong to The Producers Council was so much the better: Rogers could—and did—enroll a new member.

The next step should not have been to hire a hall and send out invitations, but to get advice. Unfortunately, zeal overbalanced caution. Walter Taylor, head of the education department of the American Institute of Architects, told them he liked the idea, which AIA might join in sponsoring. The pioneers supposed that was enough and at once introduced to Indianapolis the first panel. Exactly what happened at that point can't be determined because people tell it differently. AIA files still contain letters from architects who attended, which ask: "Has it come to this?" "Does AIA sponsor advertising fluff?" Fluff was just what those who put on the show thought they had extracted.

The first version is remembered variously as a false move, a bold new experiment, a step in the right direction. Sponsors took the copy to Taylor who liberally blue-penciled it. Merci-

ACB PROVIDES Current Advertising and Marketing Information from 1,393 Key Cities



The ACB Retail Store Advertising Report Service

Gives quick, accurate information on the newspaper advertising you ought to see . . . advertising by your own dealers . . . your competitor's dealers . . . can include national advertising as well as test campaigns if desired . . . you specify the territory to be covered and brand names to be reported on . . . widely used by merchandisers whose goods are sold through retail stores.

● This service is sometimes called "Dealer Tie-In Reports." Use it for a single city—or for any and all the 1,393 U. S. daily newspaper markets. You specify what territory you wish covered, and which products or brands are to be included.

Then as ACB reads the daily newspapers, it marks and reserves any page containing an advertisement called for by your coverage.

After each advertisement is analyzed and measured, a report is typed covering all advertisements collected. The information usually desired in these reports includes the following:

- A) City and State B) Publication
- C) Date of Issue D) Name of Store
- E) Brand Name of Product
- F) Price of Product Advertised
- G) Size of Advertisement

A summary is included as part of the report and shows overall totals or "Number of Ads," "Total Linage," etc.

In addition to "Retail Store Reports" described above, ACB offers the following Services:
Tear Sheets . . . Schedule Listings on National Advertising . . . Linage Reports on National Advertising . . . Cost of Space reports on National Advertising . . . Paste-ups for Salesmen . . . Unduplicated "Ad" Service . . . Outstanding & Representative Ads . . . Dealer Mat Service . . . Scrapbooks . . . Position Reports . . . Radio & TV Log Listings . . . Advertised Price Reports . . . Dealer Cooperative Advertising Services . . . Brand Mentions . . . Magazine Clipping & Space Reports

WHAT ADVERTISERS ARE SAYING ABOUT THIS HELPFUL NEW 48-PAGE FREE BOOK

Some months ago ACB announced the publication of a new book. We called it a Catalog because it contained a detailed description of ACB's 14 Newspaper Research Services with case histories of how many companies use these ACB Reports to their advantage. But it is more than that—it tells how to find out a variety of basic facts needed in advertising and merchandising with some 22 pages devoted to directory and tabular material.

This book has been received with unusual enthusiasm:



*"Praise from Caesar is
Praise Indeed"*

The Research Director of one of the largest advertising agencies advises ACB as follows:

"Please send me 80 copies of your catalog of ACB Research Services. I would like to send one to each of our account executives together with a memorandum pointing out how the ACB Services could be of possible value on each individual account served."

A commercial artist relates the following:

"We did quite a lot of artwork on the ACB Catalog and I was showing it to a large advertiser as a sample of our work. The advertiser studied it closely—then called his secretary and asked her to send to ACB for two copies for his own use."

Miscellaneous comments and acknowledgements run like this:

A nationally known appliance manufacturer says: "You really hit the bullseye" . . . the advertising manager of a world-famous stock feed concern writes: "I passed it around in our organization" . . . a nationally advertised food product: "It's excellent!" an agency writes: "Send your catalog to our client (in the wearing apparel field)" . . . and many similar comments.

A Good Job "Well Done"

Here Advertising Checking Bureau wishes to make its own acknowledgement. Much of the usefulness of this book is due to the thorough understanding of the problems of advertisers and agencies in modern merchandising. In conjunction with key people at ACB, the catalog was planned, written and produced for ACB by Harris & Bond, Inc., advertising agency, Chicago, who have handled our general advertising since 1940.

Your free copy is ready to mail!



ACB SERVICE OFFICES

New York	79 Madison Avenue
Chicago	18 S. Michigan Avenue
Columbus	20 S. Third Street
Memphis	161 Jefferson Avenue
San Francisco	51 First Street



MORE PEOPLE read the *Sunday Courier-Express* than any other paper in Western New York. It's the big buy for mass coverage in this rich, 8-County Market. And to tell your message most economically to those families with the most money to spend, it's the *Daily Courier-Express* that gets results.

NOW FULL ROP COLOR
Full ROP color daily and Sunday — to give your message still greater impact in this powerful paper.

BUFFALO COURIER-EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:

SCOLARO, MEEKER & SCOTT



(ad)man's best friend!

...and look at the big dog carrying it!

When sponsors want the most for that shrinking advertising buck, WBNS Radio comes to the rescue ... with low cost per listener ... and with more listeners than any other station in Central Ohio! And WBNS is top dog with loyal listeners because it has top programming. Latest Pulse Ratings show ALL 20 top-rated programs heard in Central Ohio are heard on WBNS!

CBS for CENTRAL OHIO



ASK
JOHN BLAIR

lessly, as it seemed to them, he deleted every hint of praise. The gaping holes he left in the copy were filled, at his suggestion or order, with the dreary technical detail architects were supposed to want.

The revised panel, after three years, remains a highly successful road show, and four more have gone into production. Panel 2, on public rest rooms, leads with advice of American Radiator & Standard Sanitary Corp. on selecting plumbing; J. A. Zurn Mfg. Co. on fixture support; the Sanymetal Products Co., Inc. on the general architecture. Panel 3 covers methods of fastening, with Morton Gregory Corp., Miracle Adhesives Corp. and Ramset Fasteners, Inc., each explaining its devices. The fourth, classroom lighting, is covered by Kimble Glass Division, Owens-Illinois Glass Co. and American Structural Products Co., and The F. W. Wakefield Brass Co.

The fifth and latest marks an interesting development. Detroit Controls Corp. competes with Minneapolis-Honeywell, whose experts were meeting everywhere with architects. The answer was another panel—this time on baseboard heating.

More New Shows

Correspondence of The Producers Council suggests that companies that haven't gone on the road are jealous of those that have. New shows are being worked up, to put a heavier draft on architects' time.

The mechanics of the panels are almost fixed. There's a lunch or dinner with cocktails, paid for by the sponsors. The moderator usually is an architect, introduces each company expert, often the district sales manager, sometimes the top salesman. Slides illustrate the talks. The question period, which follows, sometimes goes on indefinitely. The typical question is how to handle the product in some particular, carefully described situation. This gets complicated.

Nobody takes purchase orders. An architect points out that sales don't come that way. The most, he says, a company can hope for is that its literature will go into an architect's file, perhaps with favorable comment. This, he adds, is what happens after a panel. Gradually, sales go up.

What is worth noticing is that this technique, or others based on it, could be used elsewhere. First, you carefully decide what problem your product helps to solve; then you see how other companies, not competitors, deal with the same problem.

SALES MANAGEMENT

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y. Reprints may be ordered by number.

NEW REPRINTS

271—Buyers I Dislike! by Ray B. Heller. (Price 5c)

270—Canco Now Trains with Seminars for Salesmen, by John H. Caldwell. (Price 10c)

269—Don't Be a Half Failure! by Philip Salisbury and Arthur A. Hood. (Price 10c)

268—It's Good Management to Keep Tabs on Your Competition, by Richard C. Christian. (Price 10c)

267—20 Ways to Show Salesmen You're the Man to Be Their Boss, by William J. Tobin. (Price 10c)

266—Westinghouse Sales Engineers: How They're Picked and Trained, by D. W. McGill. (Price 10c)

265—How to Ask a Question, by Donald A. Laird. (Price 5c)

264—12 Types of Salesmen I Detest, by Henry Carlton Jones. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

New in the Distribution Scheme: the Ethical Drug Jobber, by Elsa Gidlow. (Price 25c)

Snap-On Trains Salesmen to Talk Benefits. (Price 35c)

Hamm's Gains Ground in the Battle of the Beers. (Price 10c)

Sales Wins a Bigger Voice on Biggest-Company Boards, by Lawrence M. Hughes. (Price 25c)

Farm Market Sales Tactics That Leave Quotas Far Behind, by A. R. Hahn. (Price 25c)

Skill Helps 'em Find It In The Telephone Book. (Price 5c)

"No" Didn't Mean a Thing To This Salesman, by Louis H. Brendel. (Price 5c)

A Second Look at Last Summer's Boom in Air Conditioner Sales, by P. Bernard Nortman. (Price 10c)

Canadian Edition — *Survey of Buying Power*—1952. (Price \$1.00)

Industrial Section — *Survey of Buying Power* — May 10, 1952. SM Data on Industrial Potentials in 19 Industries. (Price \$2.00)

How Other Subscribers Use the Survey. (Reprinted from May 10, 1952 *Survey of Buying Power*). (Price 25c)

The *Survey of Buying Power* Versus the Census of Population, by Jay M. Gould. (Price 10c)

How Good Is the SALES MANAGEMENT *Survey of Buying Power?* by Jay M. Gould. (Price 10c)

Do You Treat Canada as Just Another Export Market? (Price 10c)

Do Newspapers Really Sell National Advertisers? by James W. Egan, Jr. (Price 10c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Co-op Ads: Sales Tool or Fraud? by Philip Salisbury. (Price 25c)

Does Increased Promotion Pay Off When General Business Is Receding? by Philip Salisbury. (Price 10c)

To Charge or Not to Charge for Sales Promotion Materials? (Price 5c)

The Story Behind Dow's 3-Step Promotion for "Hidden" Products. (Price 10c)

Adventures in Shopping (seventeenth and eighteenth of a series of articles). (Price 25c)

Adventures in Shopping (fifteenth and sixteenth of a series of articles). (Price 25c)

Adventures in Shopping (thirteenth and fourteenth of a series of articles). (Price 25c)

Adventures in Shopping (eleventh and twelfth of a series of articles). (Price 25c)

Adventures in Shopping (ninth and tenth of a series of articles). (Price 25c)

Adventures in Shopping (seventh and eighth of a series of articles). (Price 25c)

Adventures in Shopping (fifth and sixth of a series of articles). (Price 25c)

Adventures in Shopping (third and fourth of a series of articles). (Price 25c)

Adventures in Shopping (first and second of a series of articles). (Price 25c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . More than 12, 50c each.

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99.5%
OF THE HOMES

There's no
other
medium or
combination
of media
that offers
so much for
so little.

Akron

BEACON JOURNAL



Recent successes of PIONEER Qualatex "Floating Billboard" Balloons in introducing beauty products prove again that parents are America's original "Captive Audience." The kids dictate and they buy! There's money in Sonny—and Susie, too! They demand the brands that give a premium.

Stimulate sales of any product with low-cost PIONEER balloons as package inserts, tie-ons or self-liquidators. Gorgeous colors, printed in non-fading crackless pigments. Our Ad Service Department gives you ideas, samples, imprint information. Write to The PIONEER Rubber Company, 479 Tiffin Road, Willard, Ohio.



how easy is it for

buyers



to find the right



In the answer to that
question lies the key
to reduced selling cost.

the answer is: Often it is VERY DIFFICULT for a buyer to find the right seller...and he'd like to have more sellers make it easier for him!

So what do some marketers do to help their prospects find them? They add to their *selling promotion* the great force of *buying promotion* . . . making their products easier to buy.

How? They anchor adequate product information at the elbows of the people most likely to need it, in a way that keeps it instantly accessible, so that it can be found and used whenever buying needs arise.

For 47 years Sweet's has been working with industrial marketing men to help them step up sales efficiency by making some of their *selling* tools better *buying* tools for their prospects. Right now, 1,480 manufacturers use Sweet's services in this connection. The Sweet's man in your area may be able to give you some useful ideas if your products are bought in any of the following markets: Product Engineering, Plant Engineering, General Building, Industrial Construction, Light Construction.

"The easier you make it for people to *buy* your products the easier they are to *sell*."





sellers

Sweet's Catalog Service

*designers, producers and
distributors of manufacturers'
market-specialized catalogs.*

**DIVISION OF
F. W. DODGE CORPORATION,
119 WEST 40th STREET,
NEW YORK 18, NEW YORK**

Boston	Los Angeles
Buffalo	New York
Chicago	Philadelphia
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Detroit	San Francisco

MARCH 15, 1953



1



2



3

"All That Glitters Is Not Gold"— It's Aluminum!

Notice the twinkle? It's getting into everything, from shoes and table linen to slip covers and liquor packages. The product that catches the light—and your eye—is Metlon, a non-tarnishing yarn. Its market expands every day.

A product called "Metlon" is making news in the textile industry. It's a non-tarnishing metallic yarn.

If you are observant, you must have noticed bright metallic threads in various fabrics. They are in women's sweaters, hats, slippers; in men's ties and belts; in draperies and upholstery fabrics; in table mats and lampshades; in gift wrappings—to name a few. Those threads are likely to be Metlon.

People like glitter in textiles. They

have managed to put it into fabrics since the dawn of civilization, despite the fact that the metal threads tarnished. Non-tarnishing Metlon is welcome because it overcomes that age-old handicap.

The product's recent progress should be credited in large measure to Arthur Brucks, president of Metlon Corp., New York City, who has found a way of marketing it so that weavers can use it successfully on

their looms. Brucks shows its many applications both to weavers and to manufacturers of end products, and is educating retailers to an awareness of its sales appeal. One small but significant yardstick of his success: France, from which America formerly imported metal yarn (gold plate on copper, which tarnished) now imports it from this country.

Metlon is a combination of aluminum foil and plastic: a kind of sandwich with aluminum in the middle and sheets of plastic on both sides, with color between the aluminum and plastic. This laminated material is turned into yarn by cutting it into narrow strips, ranging from 1/80 to 1/32 of an inch. Wound diagonally on a Universal tube, it can be used on any standard loom. It is used both unsupported and in combination with



THE PHOTOGRAPHS:

1. Drapery and upholstery fabrics shot through with Metlon, take on an air of elegance. Display from Lord & Taylor.
2. Shredded Metlon becomes a foundation for a gift package of liquors. Shreds are by-products.
3. Metlon combines with elastic to make glamorous lounge and play slippers. These by Gustave, Inc.
4. White and gold cloth handwoven with Metlon is shown at John Wanamaker, Philadelphia, with Lenox china plates valued at \$8,000 a dozen.
5. John Dritz & Sons are promoting Metlon yarn through art needlework departments. One item in the instruction book: this stole.



wool, cotton, rayon, nylon and other fibers. It comes in 13 colors, including silver and gold.

Getting Metlon onto the market was uphill work for some time. Brucks had experimented with it before World War II. When aluminum was again available, it was found that in the weaving process the yarn would break at the flanges of the spool on which it was wound. Brucks solved this problem by having the yarn wound on the Universal tube, from which it flows freely with controlled tension. It does not catch or snag when in production, and does not cut through softer yarns.

Large mills, accustomed to thinking in terms of volume, were not at first inclined to work with Metlon. Pioneer Brucks had samples woven on a hand loom. These "blankets," as they are called in the textile industry, are pieces made in the manner of Oriental rugs, consisting of bands showing different combinations of Metlon and other yarns, in different designs. At first gold and silver yarns only were used, but later color was added. Gradually the smaller mills

began to experiment. The Metlon Corp. still assumes responsibility for showing and suggesting applications of the yarn, but the business has become stabilized. The company sells the basic metallic yarn, cut to width (1/64 of an inch is the most popular) and wound on Universal tubes. Spinners or contract throwsters buy this and combine it with rayon, cotton and other fibers; or wrap it with rubber to make an elasticized yarn. These are called "supported yarns."

The business had got off to a good start when hostilities started in Korea, and the supply of aluminum was cut off. When restrictions were lifted in August, 1952, the company was prepared to get back into full-scale production. Since then Metlon has been used widely in sportswear and other apparel; in shoes, handbags, millinery and other accessories. It also is used in drapery and upholstery fabrics, and is beginning to go into slip covers. Table mats with Metlon are sold at Mosse, Inc., and Carole Stupell, Ltd., New York City. An elaborate table setting at John Wanamaker's in Philadelphia (with Lenox

china plates valued at \$8,000 a dozen) included a Von den Driesch white-and-gold lamé cloth handwoven with Metlon.

New applications developed when it was learned that Metlon could be combined with elastic. Particularly aggressive in the footwear field has been Gustave, Inc., New York City, whose four factories are turning out handmade slippers, 80% of them in elasticized metallic yarns, and over three-fourths of them in gold and silver. Metallic color in these slippers, however, is on the upswing, even though it would be more profitable for the company to standardize on gold and silver. Gustave is promotion-minded and enters into cooperative advertising programs with retailers. In addition to lounging and play slippers, the firm makes metallic stockings, including a pair at \$200.

Metlon is also used for footwear without the elastic, particularly in evening slippers.

Drapery and curtain manufacturers now form an important market for metallic yarns. Cameo Curtains, Inc., for example, has it woven into acetate

You're Right!

**"SLOT" . . . Key position
on news desk through
which news is processed**



**You're Also Right When You Use
The CHRONICLE To Sell Houston**

**SECOND IN THE NATION
IN RETAIL GROCERY LINAGE**

...And First by Far in Houston

	CHRONICLE	POST	PRESS
Retail Grocery	2,306,107	1,446,994	1,042,030
General Grocery	1,084,539	734,588*	200,783
Total	3,390,646	2,181,582	1,242,813

**Practically as much Grocery Advertising as
BOTH other papers combined.**

Media Records, Year 1952

*Includes 205,950 lines in "This Week."

40
consecutive years
of leadership in
both circulation
and advertising

**For additional facts about the No. 1
paper in the South's No. 1 market, contact
your nearest Branham Company office.**

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JESSE H. JONES, Publisher
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R. W. McCARTHY, Advertising Director
M. J. GIBBONS, National Advertising Mgr.

marquisettes and into draperies, in six styles. Plain curtains with metallic threads may be bought at a retail price of approximately \$3.98, and ruffled ones at \$6.98. Typical price range for draperies is \$11.98 a pair. Titus Blatter uses metallic yarns in curtain and drapery fabrics, and in upholstering materials. This firm has developed a method of using the yarns in pre-shrunk, mercerized fabrics for slip covers, and anticipates heavy volume in this line.

Sales of women's belts have climbed, 1952 being the best year recorded. A large part of this sales increase was due to the "cinch" belts which pinch in the waist.

Gold cord is used for many purposes, especially in packaging. One common use is for the attachment of labels. Metlon combined with elastic, is handsome and is used to attach labels to necks of bottles which contain perfume and alcoholic liquor, where its non-tarnishing feature is an asset. It is also used in bracelets.

More Packaging Uses

In the field of packaging, it is used in both cord and braid. It is also woven decoratively into ribbons. Neiman-Marcus, Dallas department store, uses it as a gift wrap item. Shredded, like excelsior, it is used as a packing for bottled goods such as choice liquor. The Napoleonic Drum shown in a 3/4-page color photograph of the Christmas catalog of Sherry Wine & Spirits Co., New York City, had this material as a foundation for the bottles in the gift combination. This shredded material is made of by-products, strips of Metlon left over after cutting laminate into yarn.

One satisfactory market is the art needlework field. Aggressive companies in this industry have won many adherents to metallic yarns, especially in combination with other fibers, among women who knit and crochet. The yarns lend themselves to picturesque trade names, such as Twinkle-sheen, a Bucilla thread which is 73% cotton, 18% metal and 9% rayon. Bernhard Ulmann & Co., the manufacturer, is riding high on the do-it-yourself vogue. The company sends photographs and instructions to editors who display the materials in art needlework departments. Alice Maynard, New York City, needlework shop, recently included Metlon yarns in a display in her Madison Avenue window.

David Traum Co. and the yarn department of James Lees & Sons Co. have actively promoted Metlon yarns. So has John Dritz & Sons.

SALES MANAGEMENT

Two of Dritz's recent instruction books, sold respectively at 25c and 35c in needlework departments, have featured metallics. Dritz sells metallic yarn in tubelike containers and educates women in ways of using the yarn alone and in combination with other materials, such as straw and chenille.

Since Metlon Corp. sells to other manufacturers rather than to retailers, the company cannot trace all the uses made of its products. The head of the firm realizes that someone must create the demand for a novelty yarn, and has dedicated himself to this purpose. He keeps after the mills to experiment with his product. In this he is helped by a long acquaintance in the industry. When he discovers unusual applications, or when one has been developed at his prodding, he spreads the word.

Spreading the News

For example, he sends out mailings, such as one bearing samples of white lace an inch wide, with gold thread running through it, and black braid brocade trimming with white flower and gold leaf design. Metlon stapled the samples to a black folder and attached a printed sheet naming American Fabrics Co., Bridgeport, Conn., as the source, and listed that firm's regional offices. There was also an invitation to send directly to Metlon inquiries about these trimmings or other "gold-shot" variations. Another typical mailing was a folder with a gold label hanging from a circle of elastic Metlon. This, too, mentioned the sources: Richard M. Krause, Inc., New York printer who produced the attractive gold booklet, and Branson Co., Charlotte, N.C., maker of Met-alastic, the glamorous gold elastic band. It is a good example of a three-way promotion, in which everybody benefits.

For manufacturers who use Metlon in their fabrics, the company furnishes easel-shaped gold labels for consumers, with washing and cleaning instructions, advising the same treatment that would be given silk or rayon. An informative folder addressed to textile firms and manufacturers of end products provides data on the properties of Metlon, its applications, form in which it is supplied, etc.

The uses made of Metlon by-products bring to mind the classic instance of using "all of the pig except the squeal." Scraps left over after cutting into yarn can be converted into shreds, similar to excelsior. Another

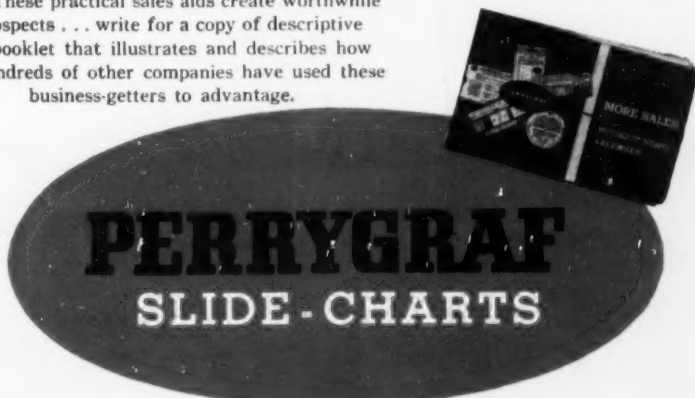
Complex Sales Information made simple with **PERRYGRAF**

Slide-Charts



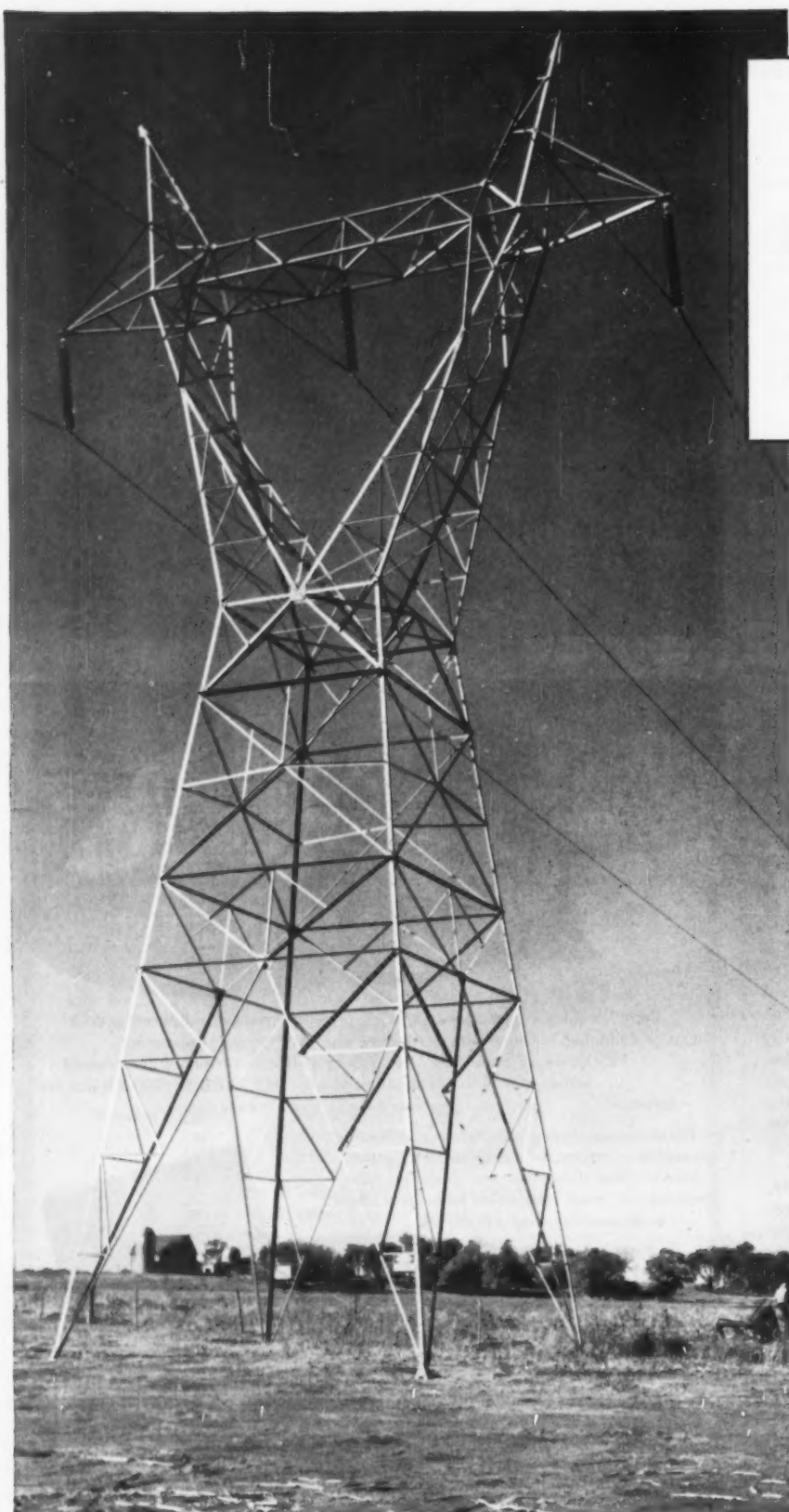
Complex sales information, statistics, price information, engineering data can be combined into one compact simple and easy to read time-saving PERRYGRAF Slide-Chart. By pulling a slide or turning a disc wanted information is available immediately. PERRYGRAF Slide-Charts are informative... they make products easy to buy... easy to use.

These practical sales aids create worthwhile prospects... write for a copy of descriptive booklet that illustrates and describes how hundreds of other companies have used these business-getters to advantage.



PERRYGRAF
SLIDE-CHARTS

Designers and Manufacturers
PERRYGRAF CORP., 1502 W. Madison Avenue, Maywood, Illinois
Representatives in Principal Cities



high line to high-powered midwest farm market

Farmers With Twice U. S. Average Farm Income Take Advantage of Electrical Living

More Midwest farmers use more electricity in more ways than in any other geographical section of the country. Their electric bills average 46 per cent higher than those of farmers in the other 40 states.

Uses made of electricity on practically every Midwest farm have created a tremendous market for all the household conveniences and farm power equipment. To arrive at your sales potential, you will need these and other facts from a new study by the U. S. Census Bureau:

As compared with farmers of the other 40 states, Midwest farmers have more than double the income, more than double the investment, more than double the production.

POWER MEANS BUYING POWER

In the Midwest rural population predominates and reaching 1,290,341, or 9 out of 10 of the best farm families is a one-package proposition of delivering your sales message through the Midwest Farm Paper Unit—one order, one plate at a money-saving rate.

**Ask for Your Copy
"MASS IS CLASS"**

A special study by the U. S. Census Bureau compares the buying power of Midwest Farm Paper subscribers and all farmers in the 8 Midwest states with the other 40 states. Write us.

MIDWEST Farm Paper UNIT

Sales Offices: 250 Park Ave., New York 17 . . .
59 East Madison Street, Chicago 3 . . . Russ Building,
San Francisco 4 . . . 1324 Wilshire Blvd., Los
Angeles 17 . . . 505 N. Erway Street, Dallas 1.

IN THE MIDWEST, FARMING IS BIG BUSINESS...AND GOOD LIVING
SALES MANAGEMENT

by-product is a chopped-up, tinsel-like version sold under the trade name of "Wink." It is sold in arts and crafts outlets, such as Dennison stores. It was used on Christmas cards during the holiday season, and is reported to have won the good will of Post Office authorities, because, unlike tinsel made from glass, it does not harm Post Office machines or the hands of workers. In black, Wink is similar to jet, widely used as a trimming 50 years ago.


A recent development is the material in powdered form, used for flocking. This, too, comes from scrap. The end result is glamorous when the material is applied to a fabric with a flocking machine.

See Broad Market

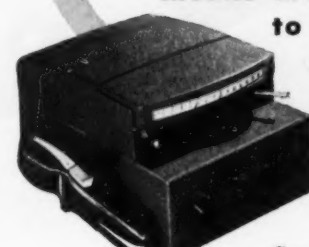
Arthur Brucks believes that only the surface of the market for Metlon has been scratched. Inasmuch as the supply of raw materials has disappeared twice during the relatively short period since Metlon's inception, conditions governing its production and sale cannot be said to have been normal for more than a year or two at a time. Fashion will influence its demand to a large extent, but it seems likely that it will win a permanent place in the textile field. From present indications, it appears that production will be divided approximately in this ratio: 35% for dress fabrics; 35% for draperies, curtains and upholstery; 30% for miscellaneous uses (in shoes and other accessories, for knitting and crocheting, etc.).

In addition to companies named above, here are some whose fabrics or products contain Metlon: Bates Fabrics (bedspreads); Elizabeth Arden (evening bags made of Kandalaft fabric, which contains Metlon); Ashton Textiles (upholstery fabrics); Contempora Fabrics (fabrics for girdles and brassieres, and for bathing suits—Cole of California bathing suits have Metlon in them); Edward Fields (carpets); Cohn-Hall-Marx (upholstery fabrics); Hopkins Fabrics (machine-knitted fabrics for dresses); Ann Hagen (flowers and table decorations); Golding Decorative Fabrics; Haledon Silk Mills; Imperial Linens.

Thus far, the company's advertising has been confined to textile and decorating business papers, and to *Retailing* and *Daily News Record*. Selling copy, which stresses the "plus" gained by putting "sparkle" into fabrics, has been used. Ehrlich & Neuwirth, New York City, is the advertising agency.



"Easier to Use"
SoundScriber®
 DICTATING EQUIPMENT
 means more and more
 to thousands
 on the road



SoundScriber frees salesmen from the time-eating drudgery of typing or writing reports—gives them 20% more selling time. With SoundScriber they talk reports, memos, and letters . . . privately in hotel room, car or train—then slip the little green disc into an envelope, add a 3¢ stamp and drop down the mail chute for home office transcription. That's all there is to it!

What's more, SoundScriber is so light...weighs only 16½ lbs. . . salesmen like to take it with them. Learn how the easiest-to-use of all dictating equipment saves time and money on the road and in the office. Mail coupon today.

Only SoundScriber Offers You:

1. Automatic On-the-Disc Indexing.
2. Two Arm Flexibility.
3. Mail-Chute Size Discs.
4. Lightest All-Purpose Machine.

33⅓ only dictation disc
 r p m useable on long playing
 phonographs.

SEND TODAY →

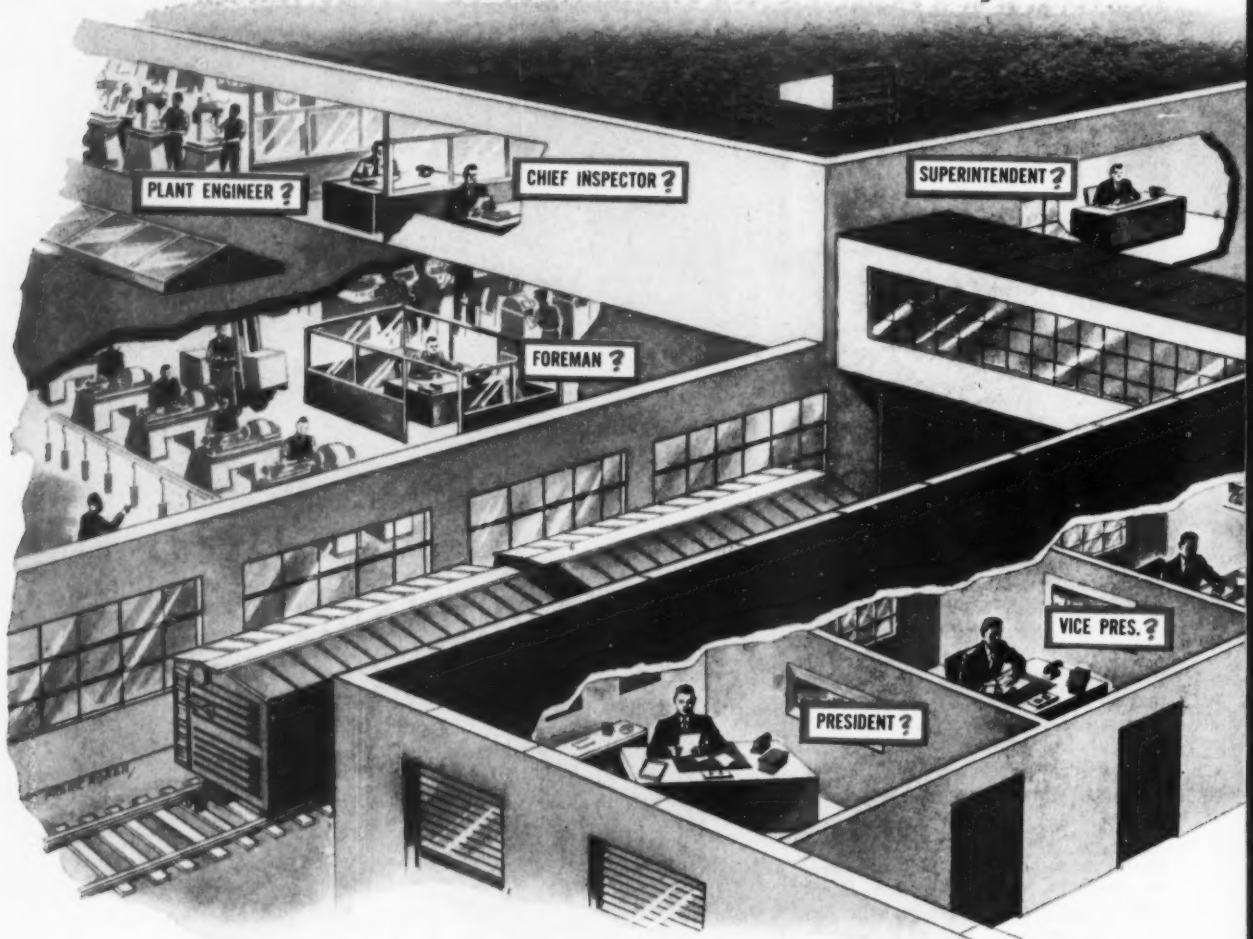
**SoundScriber Corp., Dept. SM-3
 New Haven 4, Conn.**

Send sample disc and literature.

Name.....

Address.....

regardless of title
Mill & Factory serves the men your



THE MAN WHO SPECIFIES YOUR PRODUCT

MAY BE *President or Foreman*

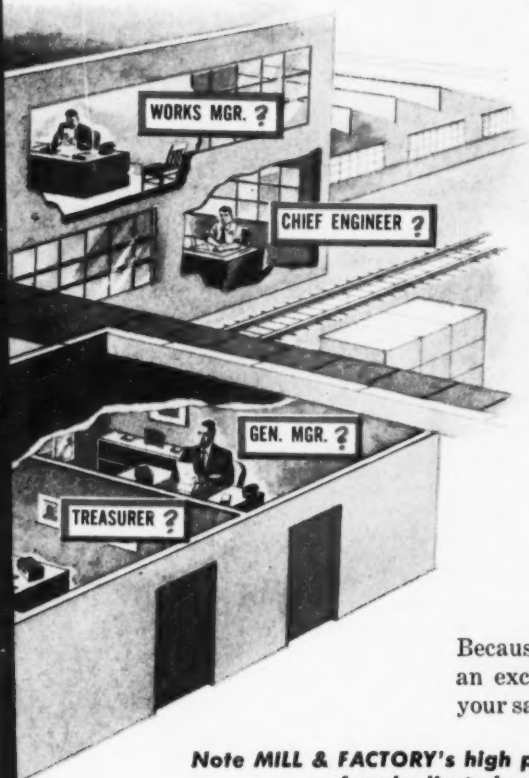
A glance at your salesmen's call reports will quickly reveal that the titles of the men who specify your product vary all over the lot.

And your salesmen will tell you that it usually takes many calls to find out which men in each plant can say "yes" and make it stick.



NBP CCA A CONOVER-MAST PUBLICATION

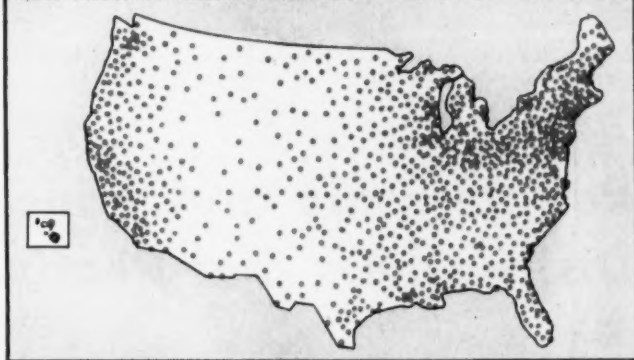
salesmen must see to sell!



CIRCULATION BUILT BY INDUSTRIAL SALESMEN

MILL & FACTORY is the only magazine serving general industry that uses industrial salesmen like yours to build its circulation — men who have found out from continuous personal contact the names of the executives in each plant they must see to sell.

1,645 INDUSTRIAL SALESMEN MAINTAIN MILL & FACTORY CIRCULATION.



Because of MILL & FACTORY's unique circulation method, it has an exceptionally large readership among the men contacted by your salesmen that is available in no other one industrial magazine.

Note MILL & FACTORY's high proportion of unduplicated readership:



of MILL & FACTORY
readers do not read
FACTORY



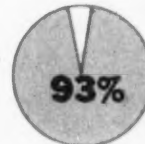
of MILL & FACTORY
readers do not read
MACHINERY



of MILL & FACTORY
readers do not read
IRON AGE



of MILL & FACTORY
readers do not read
PLANT ENGINEERING



of MILL & FACTORY
readers do not read
MODERN INDUSTRY



of MILL & FACTORY
readers do not read
AMERICAN MACHINIST

In contrast to MILL & FACTORY's high proportion of unduplicated readership, the McGraw-Hill 18-company survey shows the average duplication between the first and second publications in 9 major markets is 44%.



of the readers of the No.
1 Business Paper do not
read the 2nd paper.

205 EAST 42nd STREET • NEW YORK 17, N. Y.



A MILLION A YEAR in appliances . . . a nice business built by promotion-minded partners in Berwyn, Ill.



PET PROMOTIONAL IDEA is a premium with every purchase. This customer has just bought a range from Salesman Vern A. Paul. Her "extra": a necklace.

Refrigerators and Pancakes, Dishwashers and Pearls

Are you in the appliance business? Like to see your dealers a little more aggressive in promotion and selling? Then you can steal this story for your next dealer bulletin.

Five years ago when Joseph E. Veverka and Frank A. Lhotka bought the "Suburban Modernage" store in Berwyn, Ill., the store was doing \$70,000 a year. It is now grossing \$1,000,000. A large part of the explanation for this rapid growth is wrapped up in three words: "premiums," "prizes," "demonstrations."

The give-away idea has become a fixture in the business. Every customer gets a small gift with his purchase—a box of candy, a pen and pencil set, or a useful household gadget. The youngsters always get candy or a balloon.

Veverka has this to say about give-aways: "It's as simple as this: When a man is drinking your coffee, he can't help thinking you're a pretty decent chap."

The Suburban Modernage "open house," an event held every November since 1947, grows more successful every year. Last year it ran from Saturday to Saturday. Using the theme "Golden Key to Modern Living," the promotion centered around a gold-painted treasure chest filled with envelopes which contained merchandise certificates.

Gold-painted keys were given to visitors throughout the week. On the final day, those whose keys opened the treasure chest won prizes ranging from toasters to \$300 kitchen sink and cabinet combinations.

"People were lined up for blocks to try their keys," Lhotka says, "and you never saw so much excitement."

"Everybody was in our store watching demonstrations by our distributors, asking questions about appliances, or just sitting, free-loading on coffee and pancakes."

Too Much Success?

The partners sum up their business philosophy: "We know our prospects and they know us; they respect our reputation for fair dealing. Most of the folks in this area are Bohemian. You have to understand them and get their confidence or you don't sell them. For example, success doesn't breed success when you're dealing with these people. If a merchant appears too prosperous, they're likely to take their business somewhere else."

"It hasn't worked that way in our case because they feel that we return something through our gifts and open houses."

Like people everywhere, the store's prospects respond to imaginative salesmanship. The owners have found

that when they dramatize the outstanding features of an appliance they sell more. They cite the instance of their promotion of the Chambers gas range.

"The Chambers range is noted for its heat-retaining qualities. Therefore, to dramatize this point, we put a large ham in a Chambers oven and heated it for 45 minutes. Then we moved the range out on the sidewalk. We displayed a sign which explained that the ham was still cooking, but that instead of using gas for the four hours usually required for a ham of this size, the Chambers did the job on only 45 minutes of gas. Demonstrations such as this mean something to people who have to watch their nickels and dimes."

A year ago the proprietors experimented with an outside selling crew. They assigned 15 men to ring doorbells to sell ranges. The venture created good will, but produced little else. Overhead was excessive in proportion to the number of sales made.

Today, they have an outside selling force of a different type. Men employed full-time in nearby manufacturing plants work part-time for Suburban Modernage. They are trained to sell and are supplied with catalogs and price lists. Their prospects are the people they work with. This has proved to be a profitable arrangement, since the part-time salesmen make sizable commissions and the store takes in extra volume at little increase in operating costs.

Imagination is man's greatest gift, the partners feel, and should be used in selling. "Give something away? It's fun. But taking in profits is great sport, too!"



**SHOPPER
STOPPER!**

How long does it take to drive past a billboard, walk past a window or counter display? The experts say "three seconds". So—if that's all the time you've got—you surely need a stopper that more shoppers will see!

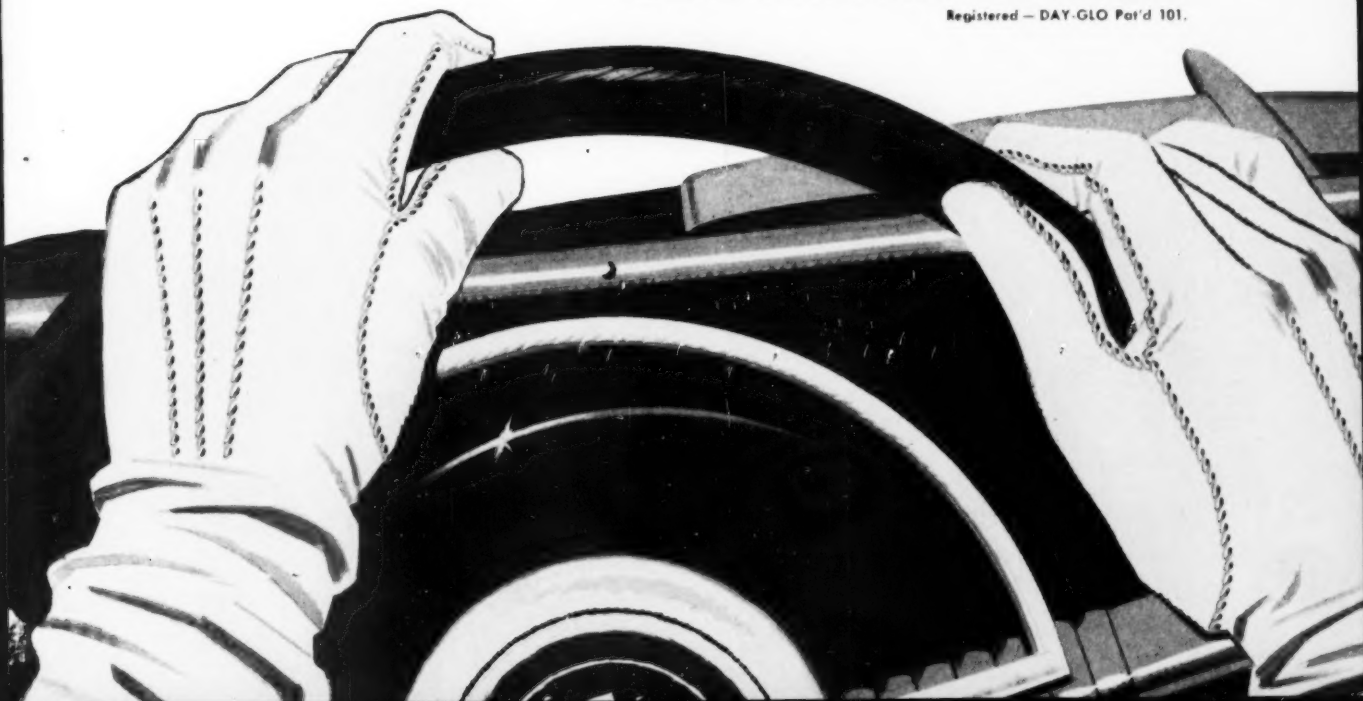
You need vivid, high-visibility color — distinctive Switzer DAY-GLO® Daylight Fluorescent color. Shoppers see it up to four times as far, because it's four times as bright as the brightest of ordinary color. Advertisers say that Switzer DAY-GLO Daylight Fluorescent color *is the best shopper stopper they know!*

SWITZER BROTHERS, INC. • 4732 St. Clair Avenue • Cleveland 3, Ohio

FIRST NAME IN FLUORESCENT COLORS

Switzer DAY-GLO® Daylight Fluorescent colors radiate living light! May we show you what they'll do for your billboards, transit ads, displays, direct mail, publication inserts, packaging, posters, streamers? Write today!

Registered — DAY-GLO Pat'd 101.



IT PAYS YOU to give extra support to your Michigan Dealers!

*"State employment hits record high . . .
2,267,000 total tops 1943 mark!"*

—Michigan Employment Commission

Ask your Booth man
for specific information helpful
on your current schedules. Use
phone numbers below.

• MUSKEGON

BAY CITY

SAGINAW •

GRAND RAPIDS

• FLINT

KALAMAZOO

• ANN ARBOR

JACKSON

FOR NEW MARKET FOLDER CALL NEAREST BOOTH OFFICE—A. H. Kuch,
110 E. 42nd Street, New York 17, New York, Murray Hill 6-7232 The
John E. Lutz Co., 435 N. Michigan Ave., Chicago 11, Ill., Superior 7-6680

8

BOOTH

Michigan

NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

MARKETING PICTOGRAPHS

Planned by

Philip Salisbury Editor

Visualized and Designed
by Hile-Damroth, Inc.

EXPENSE ACCOUNTS FOR EXECUTIVES

The personal budgets of executives frequently become overextended by meeting expenses necessary for maintaining a scale of living required by the job.



5%
LOSES
6.7% OF
\$20,000
TAKE-HOME
PAY



5%
LOSES
11.4% OF
\$100,000
BRACKET



SALARY BRACKET (MARRIED MAN)	PERSONAL BUSINESS EXPENSES (5% OF SALARY)	SALARY INCREASE NEEDED TO OFFSET NON-REIMBURSED EXPENSE
\$20,000	\$1,000	\$1,600
\$40,000	\$2,000	\$5,100
\$60,000	\$3,000	\$9,125
\$80,000	\$4,000	\$14,550
\$100,000	\$5,000	\$21,550

If an individual spends 5% of his salary on such expenses connected with business, and fails to get reimbursement or a tax credit, he loses from 6.7% of his take-home pay in the \$20,000 bracket to 11.4% in the \$100,000 bracket. To offset this personal expense would require a pay increase of from 8% to 21.5%.



(1) The company can make payment for expenses as incurred, preferably through charge accounts.

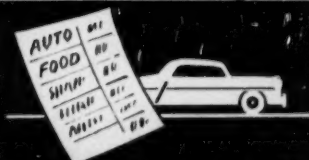


(2) The company by contract may pay a definite expense allowance over and above salary.

How can executives be relieved of the expense burden (other than through salary increases) without exposing either the company treasury or the national treasury to abuse?



(3) The company may assume financial responsibility for maintenance of certain living standards required by the job — club dues, for example.



(4) The company explicitly defines expenses which the executive is expected to carry as part of his job. This helps him in securing tax credits which otherwise would not be allowed.

PICTOGRAPH BY
Sales Management

3-15-53

Source: "Executive Pay Plans," by W. J. Casey & J. K. Lasser, Business Reports, Inc.

EVERY BUSINESS HAS 3 MAJOR MERCHANDISING PROBLEMS:

Packaging
Presenting
Promoting
A PRODUCT OR SERVICE

for **Packaging** a product Forbes creates and produces:

inserts sleeves
cartons containers
wrappers bands
printed cellophane
labels printed foil
display boxes

for **Presenting** a product Forbes creates and produces:

wall cards
window posters
window displays
3 sheet posters banners
counter merchandisers
product demonstrators
panel inserts festoons
wall posters carcards
floor stands mobiles
hangers pennants
24 sheet posters

for **Promoting use** Forbes creates and produces:

booklets folders
dealer promotions
inserts broadsides
illustrated stamps
premium novelties
calendars catalogs
magazine inserts
books coupons
catalog inserts
direct mail

for **Building Consumer Relationships** Forbes creates and produces:

letterheads
yearly reports
historical books
art plates
greeting cards
school books

check
this
list

... and for all these **Forbes** produces by the best choice of 3 methods:

FORBES delivers merchandising impact
LITHOGRAPH CO.
BOSTON • NEW YORK
CHICAGO • CLEVELAND • ROCHESTER, N. Y.

Lithography
Letterpress
Rotogravure

Visit us at the POPAI Exhibit, Palmer House, Chicago, March 31, April 1 and 2

SALES MANAGEMENT

WHAT'S HAPPENED TO THE STUYVESANTS?



Answer: They — and less-favored but nevertheless above-average income families — have drifted away from big central cities and to the suburbs.

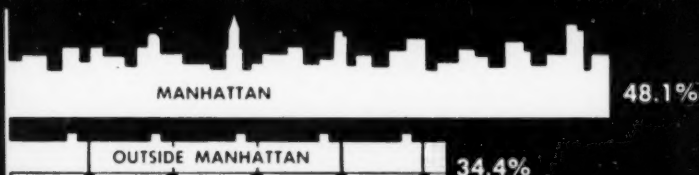


Let's take New York City as an example because it is both the largest and also the best known of our large cities. Plenty of well-to-do families in the area — but less and less within Manhattan. More and more the central cities are left to the less fortunate families — to people who can't afford the spacious suburbs.

In 1950 the Bureau of the Census sampled every fifth "consumer unit" (household and unrelated individuals) on 1949 incomes. Here's the score for New York State on median incomes of "consumer units".

MEDIAN INCOME

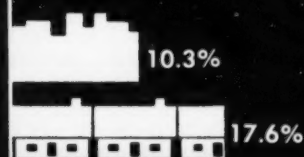
UNDER \$2,500



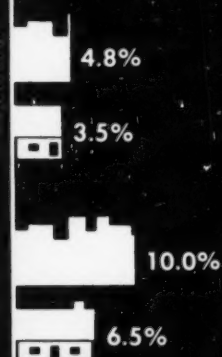
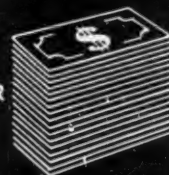
\$2,500 - \$4,999



\$5,000 - \$9,999



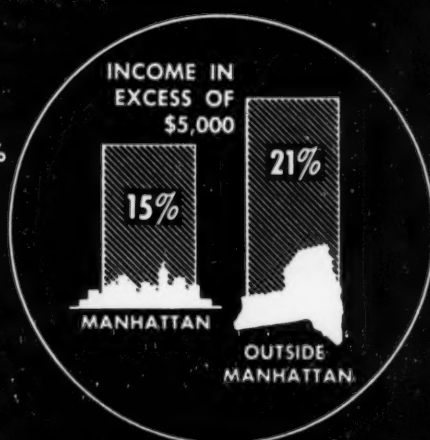
\$10,000 AND OVER



UNREPORTED

PICTOGRAPH BY
Sales Management

3-15-53



Most startling finding: That only 15% of Manhattan's families and unrelated individuals have incomes in excess of \$5,000, as against 21% for the balance of the state.

Source: Bureau of the Census

All ^{Good} selling is

... and nothing specializes

like the business press

You can sell hot water bottles from Waco to Walla Walla. But this smart bird can sell 'em faster out where every cold lad's a hot prospect.

The selling sense is sound: *he specializes*. He picks his prospects ... and it pays.

This business of specializing is one big answer to the growing pressure for more effective selling, to move more goods ... for less. It's sound sense—especially in selling to business—to aim sharply pointed advertising at specific people in specific jobs in specific fields.

The business press lines them up like sittin' ducks. It's a job no other media can do so well!

Fact is, business papers are as precisely specialized as business itself. They're written for people with particular problems on their minds ... and they're read—not to get away from problems—but to find answers to them.

There's the hook that makes business papers get *action*. They make hot prospects out of cold customers. Their specialized editing puts people on the trail of particular products, starts them planning ... trying out new techniques and materials ... clipping ads that tell where-to-buy-what ... reading up on new equipment to slice costs or speed production or turn a profit.

That's why many advertisers spent more than half-a-million dollars apiece in business papers* in 1951 ... a whale of a lot at so little-per-page. And advertisers as a whole invested more than \$300,000,000 in the business press in 1952.

Whatever you make that business buys or uses or sells ... from aspirin to air conditioners, corsets to copper ... **you can move it faster—for less—if you advertise it first in the business press.**

*See ABP's Leading Advertisers

More "HELPS" for businesspaper advertisers ... from ABP

There's important reading in three new booklets just published by ABP. Send for your copies (there's no charge!). Like ABP's many other booklets, they'll help you use the business press more effectively.

What's Ahead for Business?

J. K. Lasser, well-known tax and accounting authority, takes a realistic, informative look at the need for more research, more sales promotion and more advertising to create more business and a stronger national economy.

Write to ABP for: AGENDA TO KEEP BUSINESS OUT OF THE DOGHOUSE, by J. K. Lasser

A Cosmic Tool...

Some ideas on how to sweat more good out of business papers as a management tool ... with suggestions that range from integrating business paper articles into your training programs to digging for "know-how right now". It shows how to harness the business press to meet the critical need for new ways of doing things.

Write to ABP for: BUSINESS PAPERS, COSMIC TOOL FOR EXECUTIVE DEVELOPMENT

How to Sell the Dealer...

Here's a thoroughly realistic analysis of sales objectives in advertising-to-dealers ... a "training course" for everyone with a hand in the important job of moving more merchandise. Now ready is a "file" that sets up

eight practical sales objectives—and eight basic copy themes to meet them ... plus the first of eight folders spelling out each copy theme in detail, with examples of ads that make each copy idea sell.

Write to your ABP merchandising paper (or to ABP) for: THE MAN IN THE MIDDLE

specialized



All members of ABP are proud members of ABC

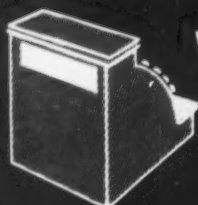
Why do ABP papers stand 'way out front in almost every field? They're all ABC-audited, paid-circulation papers. Their editing's got to be good to build subscriptions. People pay for what they choose to read... and two million subscribers pay over \$8,000,000 a year to read ABP papers. This means strong reader interest... a receptive climate for advertising. That's one reason why it's always worth your while to look for the ABP and ABC symbols when you're building your list.

THE ASSOCIATED BUSINESS PUBLICATIONS

Founded 1916

205 East 42nd Street, New York 17, N. Y.

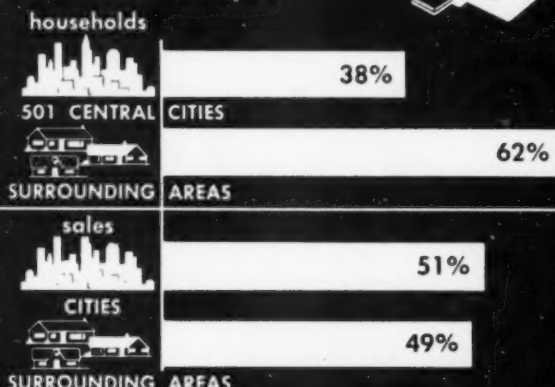
MURRAY HILL 6-4980



WHERE-PEOPLE-BUY VERSUS WHERE-BUYERS-LIVE



Curtis divides the country into 501 market areas, consisting of central cities and surrounding satellite counties.



The 501 central cities have 38% of the households, and the surrounding areas 62%.

The cities account for 51% of the retail sales, the surrounding areas 49%.

Marketing would be much simpler if where-buyers-live coincided with (1) where-buyers-buy and (2) how much they buy. Unfortunately for those who seek Utopia, four elements (buying power, availability of merchandise, mobility of people, what people think) constitute a framework within which the whole of marketing operates.

The greatest difference occurs in so-called "shopping lines" where fashion, price and value are more important than in "convenience goods".

If sales of city stores were confined to residents of the city, then the 38% of households in the top 501 cities might be expected to account for something like 38% of the sales (subject to variations in buying power). Obviously there is no such relationship.

But if we divide the household percentages (38% and 62%) into the sales volume percentage figures we find that for total retail store sales the ratios are:

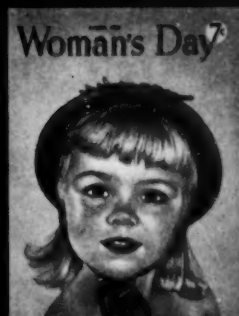


SHOPPING LINES RATIOS

	501 MARKET CENTERS	SURROUNDING COUNTIES
APPAREL GROUP	181	50
GENERAL MERCHANDISE GROUP	184	49
FURNITURE-FURNISHINGS-APPLIANCES	155	66

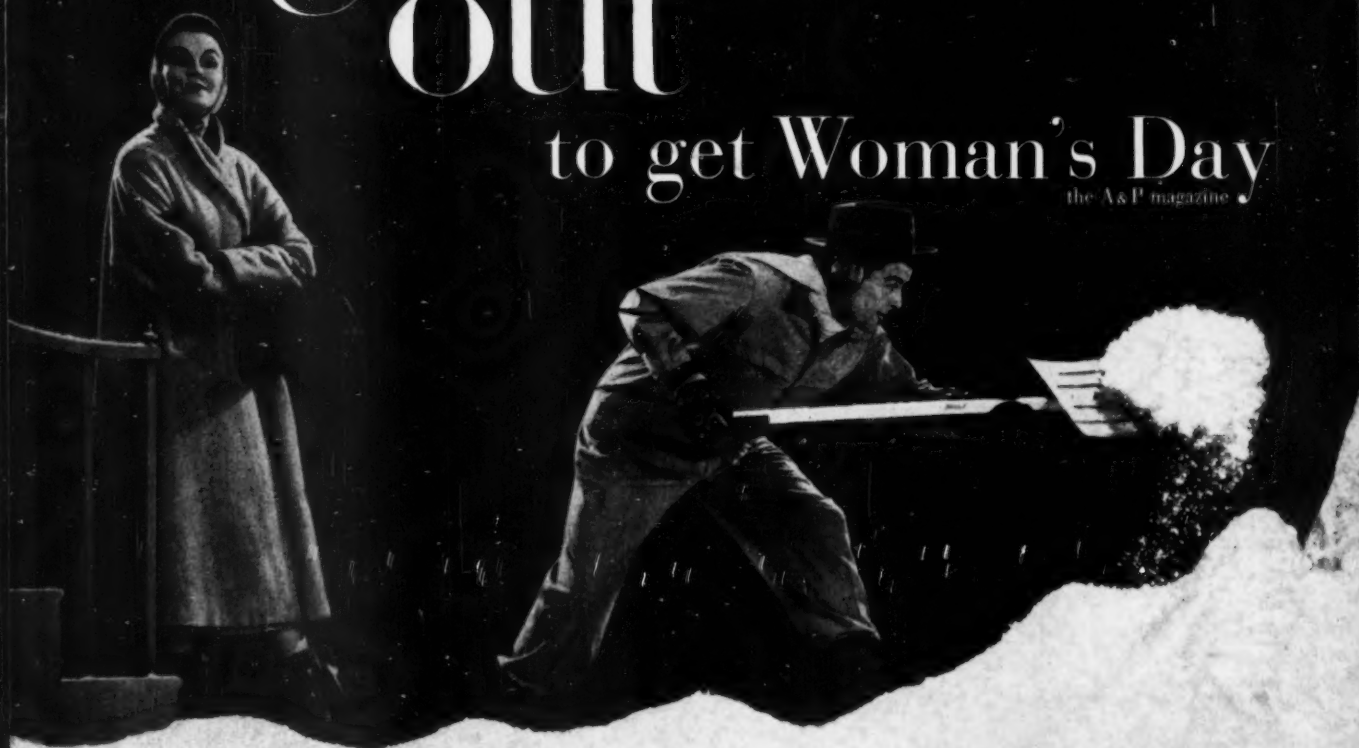
CONVENIENCE GOODS RATIOS

FOOD GROUP	116	90
DRUG STORES	142	74
AUTOMOTIVE GROUP	132	80
GASOLINE SERVICE STATIONS	92	105
LUMBER-BUILDING-HARDWARE	87	108



She's
got
to **go
out**

to get **Woman's Day**
the A & P magazine

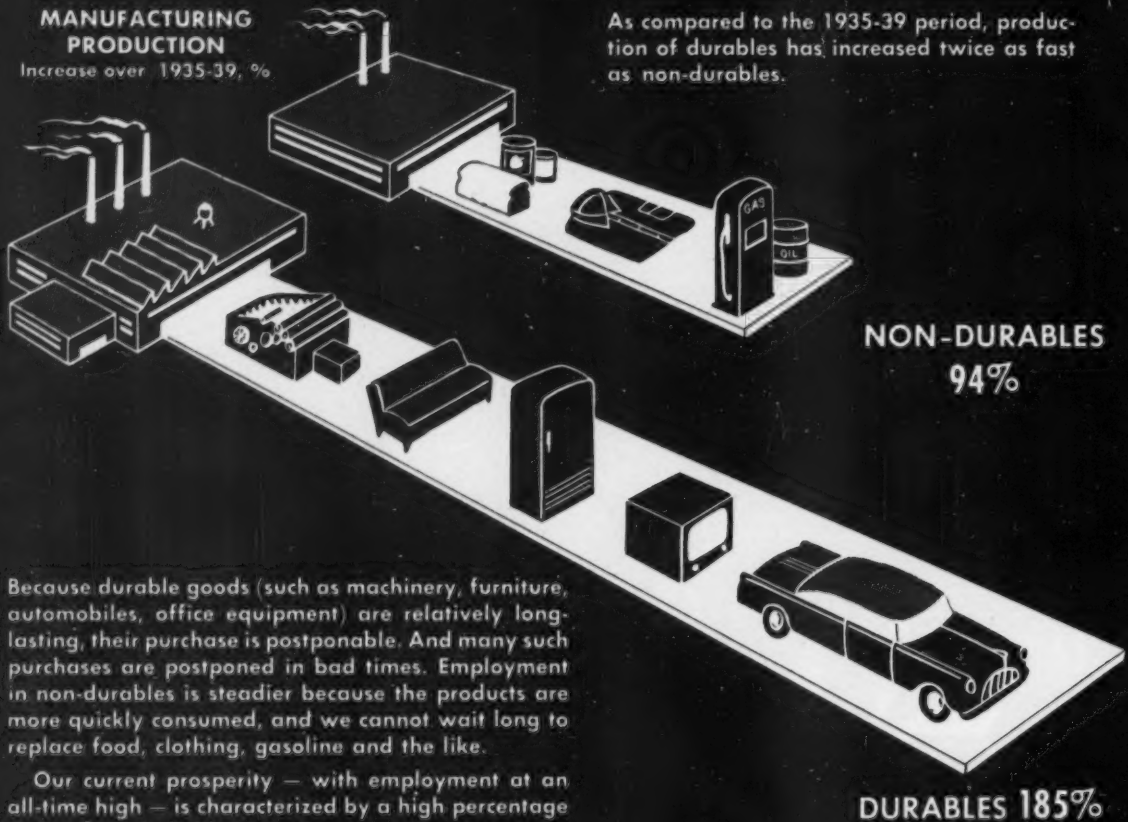


Because Woman's Day is sold only at A & P stores, its entire 3,839,000 circulation is concentrated around vital shopping centers. Advertising in Woman's Day gives you *minimum waste, maximum coverage where it counts.*

DURABLES - THE KEY TO PROSPERITY

MANUFACTURING PRODUCTION
Increase over 1935-39, %

As compared to the 1935-39 period, production of durables has increased twice as fast as non-durables.

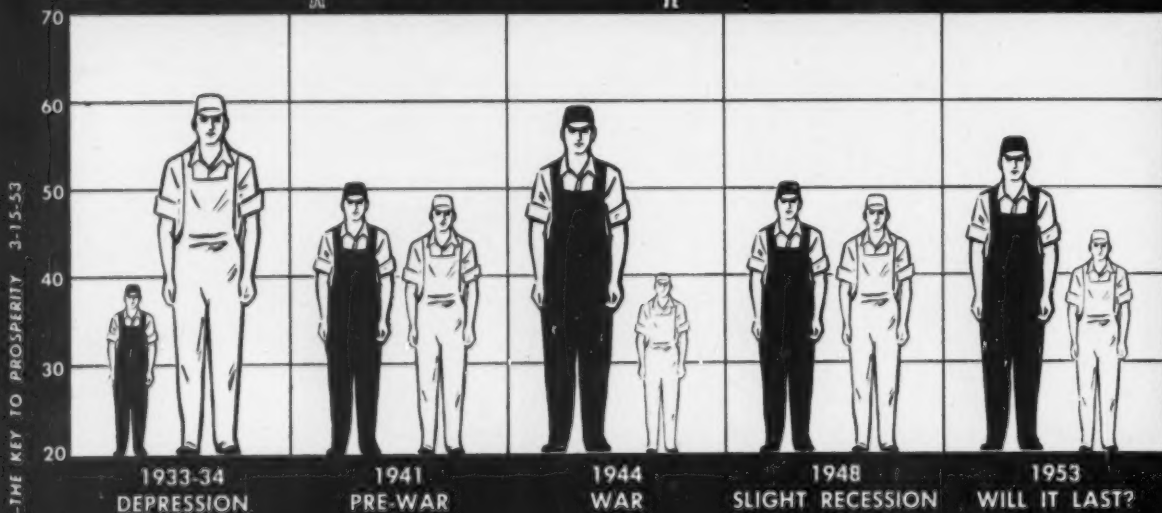


Because durable goods (such as machinery, furniture, automobiles, office equipment) are relatively long-lasting, their purchase is postponable. And many such purchases are postponed in bad times. Employment in non-durables is steadier because the products are more quickly consumed, and we cannot wait long to replace food, clothing, gasoline and the like.

Our current prosperity — with employment at an all-time high — is characterized by a high percentage in the durable field.

ALL MANUFACTURING EMPLOYMENT

% IN DURABLES % IN NON-DURABLES



DURABLES—THE KEY TO PROSPERITY 3-15-53

Source: Bureau of Labor Statistics

PICTOGRAPH BY
Sales Management
3-15-53



GRAY IRON

CHARLES O. BURGESS
Technical Director
Gray Iron Founder's Society
Cleveland



MALLEABLE

JAMES H. LANSING
Technical and Research Director
Malleable Founders Society
Cleveland

Coming in May

FOUNDRY's 57th PRE-CONVENTION ISSUE

Featuring—a special report on foundry industry progress and the illustrated story of the forthcoming 1953 Foundry Convention to be held in Chicago, May 4 to 8.



STEEL

CHARLES W. BRIGGS
Technical and Research Director
Steel Founders' Society of America
Cleveland



MAGNESIUM

H. E. ELLIOTT
Assistant Foundry Superintendent
Dow Chemical Company
Midland, Mich.



ALUMINUM

FLOYD A. LEWIS
Editor
Aluminum Association
New York



MAGNESIUM

T. E. LEONTIS
Magnesium Laboratory
Dow Chemical Company
Midland, Mich.

A Special Report on FOUNDRY INDUSTRY PROGRESS

What are the technical and operating advances of the dynamic foundry industry in recent years . . . what is the present-day status of the industry . . . what about its future?

The editors of FOUNDRY have asked representative industry leaders to discuss these timely questions in a special report. Always an interesting, special issue, this year's Pre-Convention issue of FOUNDRY will, more than ever, aid present and future planning of foundrymen and their suppliers.



BRASS and BRONZE

PAUL MAGANUS
President and General Manager
International Castings Corp.
Detroit



BRASS and BRONZE

VAUGHAN C. REID
Vice President
City Pattern Foundry & Machine Co.
Detroit

57th ANNUAL FOUNDRY CONVENTION
Chicago, May 4 to 8, 1953

The May Pre-Convention Issue will be mailed one week earlier than usual to reach readers well in advance of the opening of the Convention.

ADVERTISING FORMS CLOSE MARCH 25, 1953.



MAY PRE-CONVENTION ISSUE

FEATURING ...

**A Special Report on
FOUNDRY INDUSTRY PROGRESS**

Industry leaders discuss foundry industry progress: past, present and future.

**A PREVIEW of the
1953 Annual Foundry Convention**

Program of Technical Sessions.
Convention Activities.
Committee Personnel.



JUNE POST-CONVENTION ISSUE

REPORTING THE CONVENTION

What was said and done at this year's Foundry Congress.

All Regular Editorial Features

ADVERTISING FORMS CLOSE MAY 1, 1953



FOUNDRY

A PENTON PUBLICATION • PENTON BUILDING • CLEVELAND 13, OHIO

7 Ways to Wind Up Run-down Salesmen

A sales manager looks at the salesman's lack, and prescribes cure

"There are a lot of broken down salesmen in this country." That's the opinion of Sales Manager Ollie F. Minor, New York Division, Shell Oil Co. He offers a seven-point repair program. A good salesman, he suggests, must:

1. Be industrious. Salespeople, generally, have less close supervision than most other lines of endeavors; consequently, they must be able to drive themselves to maximum production.

2. Have a fighting heart. He must know that opposition is natural and if it were not for opposition he would not have a selling job. Courage is a necessity.

3. Have a smile. Smiling is contagious. It sets up a friendly and pleasant atmosphere in which to do business.

Less Fist-Pounding

4. Have enthusiasm. The saying, "He is naturally enthusiastic," is without foundation. Enthusiasm can be developed; not the type that causes him to pound his fist on the prospect's desk, but the wholesome kind that causes the buyer to join in and work with the salesman, instead of *against* him.

5. Have product knowledge. Buyers don't respect people who do not know their business. Pretense and bluff have lost more business than saying, "I don't know."

6. Have ability to present knowledge. Many people have superior knowledge but lack ability to impart it to others. They lack the ability to translate know-how into a form which will get across.

7. Eliminate fear. Ninety percent of fear is caused by lack of complete knowledge of the salesman's products or proposition. The salesman is not afraid of physical violence, but he is afraid that in his contact something will happen which may render him mentally helpless, unable to cope with the buyer's objections.



Oklahoma legislators—both in and out of session—are constantly working to improve Oklahoma's economic climate for industry. The Legislature now in session has undertaken the ambitious program of enhancing still further the state's industrial acceptability, a major point of which is no increase in taxes!

The record of Oklahoma's business-like approach to government, augmented by its two-party system, speaks for itself:

1. A healthy financial surplus.
2. A balanced budget at all times.
3. No tax increases on industry since 1941; in fact, both corporate and individual income taxes were reduced in 1947.
4. True appreciation of the problems of private enterprise.
5. Constant expansion and improvement of roads, schools, and other services essential to the peoples' welfare.

In Oklahoma you'll find the keynote of sound business and profitable industry to be a hard-working legislature sensitive to the needs of expanding business and industry. Your future is in Oklahoma—come on in! The Government is fine!

Note: For a special report on how Oklahoma's legislation affects your business, write immediately. Your inquiry will be kept in strictest confidence.



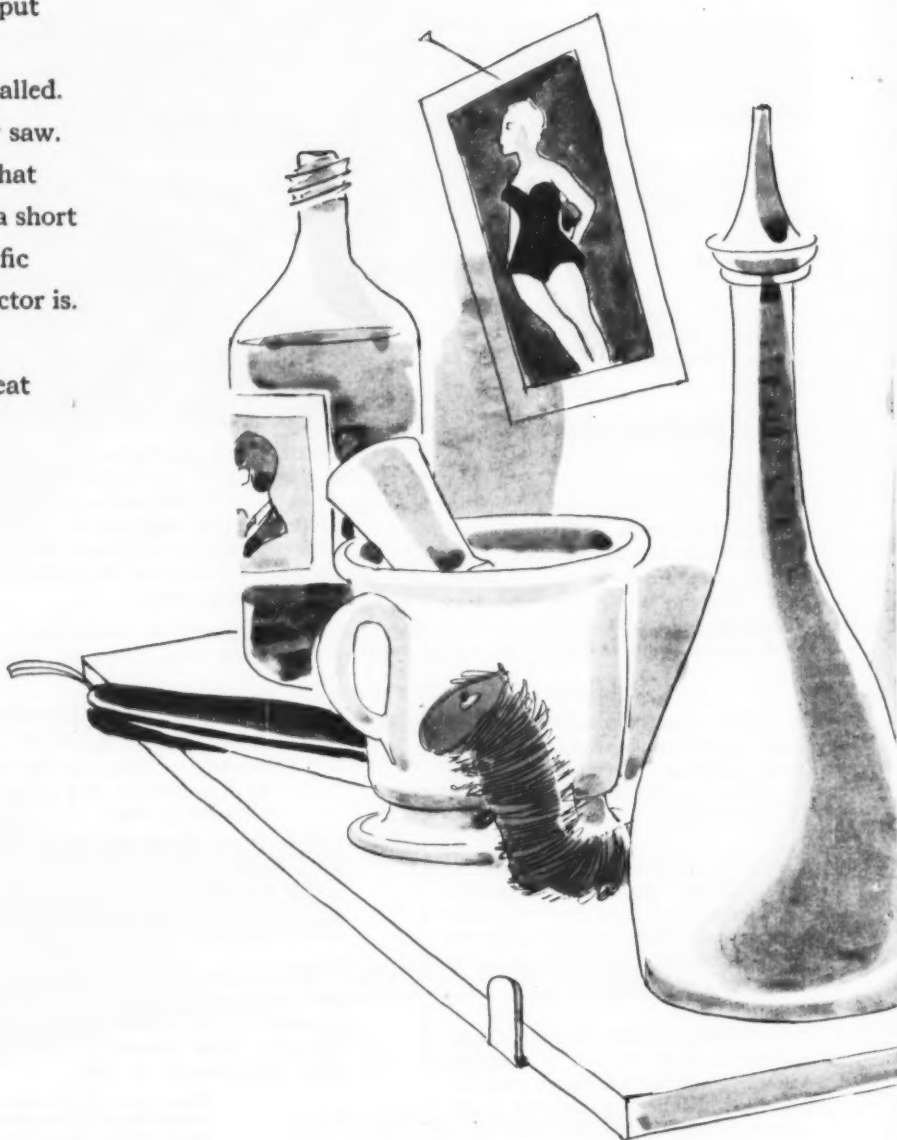
Make More Money IN OKLAHOMA

The Caterpillar, *cap "C"*,
makes tractors out in
Peoria, Ill.

The barbers, *plural*,
actually 202 in number
from the Peoria area, were
invited to the Caterpillar
plant to learn first hand
how the product was put
together.

Barbers' Day, it was called.
They liked what they saw.
They talked about what
they saw. Shave and a short
course on what a terrific
outfit Caterpillar Tractor is.
And this, ladies and
gentlemen, holds a great
advertising moral . . .

so the caterpillar



said to the barber

Suppose you were able to surround your most likely prospects with an ocean of favorable impressions.

To do this, you would talk not only directly to them, but to their bosses, their associates, their bankers, and their business neighbors. You would take no chance on missing any businessman.

If this sounds like anything new, don't you believe it. Smart merchandisers have been doing it successfully in the consumer market for more than 30 years.

It's the proved *mass technique* of advertising. More and more business advertisers are using it. It's simple. It's sound. It's inexpensive. What are you waiting for?

How does it work? Like this:

First you buy yourself a basic schedule of 12 pages in Nation's Business. Why NB? Because no other business book or news magazine gives you so many businessmen. Right now over 800,000 net paid ABC. A page a month, exposed for a full year to this audience multiplies out to 9,600,000 *mass advertising impressions*.

What will it cost? \$35,640. In terms of value—\$3.71 per page per M. That's the beauty of true mass coverage. It has to be economical.

Why don't you try some today?

mass coverage of business management



Nation's Business

A GENERAL MAGAZINE FOR BUSINESSMEN • WASHINGTON 6, D. C.



"But when there is nothing but stories, it becomes vaudeville"

How to Tell a Story Without Muffing It

BY DR. DONALD A. LAIRD

Herbert H. Dow, who started The Dow Chemical Co. in a rented barn and built it into a multi-million-dollar corporation, tried to liven his conversation with humorous stories. Before his business was out of the barn, he decided he was an unsuccessful storyteller, so gave up trying.

It is too bad he gave up, since suitable anecdotes enliven conversation. Dr. Dow could doubtless have become a much better storyteller had he followed a few simple rules.

People laughed at the proper places in Dow's stories, for he was the boss. The boss always gets a laugh. But Dr. Dow realized that they laughed because they felt they should, not because they enjoyed the joke.

Usually people laugh at the right places, no matter who ruins the story—they like to be polite. This reaction has misled many into believing they have a knack for entertaining with stories; but they are laughed at, not with.

Kin Hubbard's penetrating frankness let storytellers know where they stood. A man who was telling the professional humorist a story said, "I'm getting ahead of my story."
"Just stay ahead," Hubbard rum-



"The boss always gets a laugh"

bled. "Please don't go back."

Natural-born storytellers like Abraham Lincoln and Will Rogers are scarce. Yet both these men, Rogers particularly, worked hard to polish, compress, and head a story to a point. Rogers earned as much as \$6,000 a week by polishing his stories. Their stories were not spur-of-the-moment inspirations.

A story heard over the radio, or some exciting personal or travel experience, may rank below zero in conversation unless it is suitable and well told. Here are some rules which good storytellers follow:

Use stories sparingly: Most conversations benefit by one sparkling story. When, however, there is nothing but stories, it ceases to be conversation and becomes vaudeville. Stories are like salt—a little lasts a long time.

When one story has brought a hearty laugh, we may be tempted to prolong merriment by telling another. The second or third joke seldom goes as well as the first.



"If there are more than three characters . . ."

When a story has rung the bell it is time to stop. It is better to leave people wishing you would tell another, than to tell a second and have it fall flat.

When you think of another good story to tell, wait seven minutes before trying to tell it. You may be lucky and forget about it by then.

Use simple stories: Short and simple stories are easier to tell, easier to get to the point, easier to remember. There is less possibility of getting ahead of yourself.

The fewer characters in the story, the better. If there are more than three characters, you and your listeners may become confused before the end is reached.

Use stories for three purposes: Stories dragged in just because they

BE ALERT to fresh opportunities every day to advance your highest and best interests.



THE future as a general rule holds something for the individual who keeps faith in it.

70th YEAR—NO. 49

Trade Mark Registered
Copyright, 1953, GRIT Publishing Co.

WILLIAMSPORT, PA.

Entered as Second-Class

40 Pages—TEN CENTS

General Works On Hugo T Of

Ela
Hla
And

Nine of the great Eisenhower of the era major polling the key with him administration. The general ton Nov. 3 President T confer with the new con in January. He will co with Senator Jr., of Massac designated a work with t administration Defense Dep major agency Dodge, Detroit al representat Bureau

Foreign Mr. Truman er will discuss policy and the t Continued on Page 12

H-Bomb Now Ad By Gove

A carefully worded the Atomic Energy has supported the United States has first hydrogen bomb of the world

In a formal anno AEC said only that e of atomic weapons tests had been conc week atoll, in the the program includ ments contributing t clear weapons researc the scientific descripti to develop an H-bomb the scientists "express tion" with the results

The AEC revealed, a is investigating a num ters sent home by ship c bers and others attach task force which cond Continued on Page 5, Column 2.



MARINES PARAD

Troop-carrying helicopters at Camp Pendleton, Cal., as the first ground-air combat review followed by heavy armor, jeep ambulances, and auxiliary trucks Panther jet fighters also passed overhead.

The 21st Marine Amphibious Brigade were lethal was missing. Disclaiming ownership of the bomb, the experts left the huge missile where it was

SPRING!

Time to Sow the Seeds of Success!

Spring is a great time for planning and planting. Farmers plan new crops and plant them for lush future harvest.

Manufacturers plan new "lines" of merchandise to capture rich new markets.

And advertisers? There's no better time than *now* to plan new schedules . . . to plant new ideas before the buying public.

Why? Because April 1 is closing date for questionnaires to be tabulated in the 18th Annual GRIT Reader Survey. Thousands of GRIT Families will tell what products they use . . . which advertising themes have been successful. And once again advertisers will have a chance to test the effectiveness of GRIT.

Several years ago, Quaker Oats decided to test the selling power of GRIT. In 1948, 18% of GRIT Families used Quaker Oats. Today, continuing to advertise in GRIT, Quaker Oats sells 32% of the 675,000 Small-Town Families who read GRIT each week . . . a market about as large as that of Milwaukee, Washington, Seattle and Columbus combined.

Yes, right now is the time to sow the seeds of sales success. A 12-months schedule in GRIT will test both copy and media. The cost of GRIT is surprisingly low.

For complete details, contact the nearest office of Scolaro, Meeker & Scott (New York, Chicago, Philadelphia, Detroit)—or get in touch with Doyle & Hawley (Los Angeles and San Francisco).

WMCT offers D.A.

(delivered audience) that's
slightly phenomenal!

In a recent Hooper survey of
23 TV cities,
**WMCT was the 2nd highest
rated station**

The first 15 shows on WMCT
have teleratings from
76.0 to 60.0 *

The next 22 highest rated shows
have teleratings from
60.0 to 50.0 *

**and it doesn't take much figuring to
compute the Delivered Audience from
WMCT's 190,000 TV homes.**

**TV area Hooperatings—Nov., 1952.*

National Representatives The Branham Co.

Channel 5 • Memphis
Affiliated with NBC

Owned and operated by
THE COMMERCIAL APPEAL

Also affiliated with CBS, ABC and DUMONT

WMCT

**Memphis ONLY
TV Station**

WMC WMCF WMCT

are funny are as appropriate as whistling in church. They fit naturally into conversation when used for three purposes:

1. *To help make a point:* Lincoln was master of this, and it was the chief use he made of his ample supply of anecdotes.

When defending a man for assault and battery Lincoln told about a farmer who was attacked by a vicious dog he fought off with a pitchfork. The dog was killed, and the owner threatened to sue the farmer.

"Why didn't you go after the dog with the other end of the pitchfork?" the owner of the dog asked.

"Why didn't the dog come at me with his other end!" retorted the farmer.

When the impulse is to argue a point, try to make the point with a story.

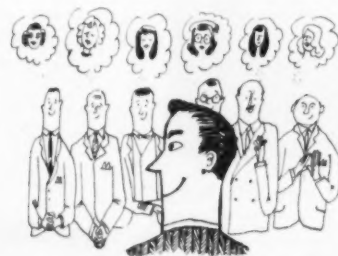
2. *To ease a tense situation:* Booker T. Washington, founder of Tuskegee Institute, was at a meeting in Chicago where the air was tense following a criticism of race relations.

"Some three weeks ago I had an appointment with a colored man in Alabama," Washington began. "He kept me waiting an hour. 'Don't be hard on me,' the old man said, 'I've had trouble at home. My wife left the chicken coop open, and all the chickens got out and went home!'"

A story used to ease a tense situation should throw a humorous light on the situation whenever possible, but should not be simply a funny story.

3. *To brighten a dull conversation:* In everyday conversation most use of stories is as brighteners. A good laugh often lifts talk from the doldrums. It is necessary to be careful, however, to keep one anecdote from starting a story session rather than a conversation.

Let someone else be the hero: There are many chronic (not the same as good) storytellers who are addicted to spinning yarns in which



"Leave the details to their imagination"

SALES MANAGEMENT

"Shopper's Equipment" 1953

She's a smart shopper . . . thrifty . . . drives a hard bargain. She's the girl you have to sell in '53 . . . and it isn't easy. Sometimes, when you try to catch her eye, you think she's wearing blinders.

That is why you will be interested in our services in a very vital phase of your advertising . . . *advertising at the point-of-sale.*

We're experts in this field of advertising. It's our one and only business. We know how to stop shoppers and get action, where your whole marketing program finally must pay off . . . at the point-of-sale.

Our nationwide staff is ready to serve you . . . for a single display job, a special promotion or a year-round program. Let us help you get more results from your *advertising at the point-of-sale.*

Write now for Idea File, a kit of samples and success stories that have paid off at the point-of-sale. Chicago Show Printing Co., 2660 N. Kildare, Chicago 39; 400 Madison Ave., New York 17. Offices in principal cities.



© 1953 Chicago Show Printing Co.

Trademark MYSTIK Registered U. S. Patent Office

• **Lithographed displays for indoor and outdoor use**

- Cardboard Displays
- Cloth and Kanvet Fiber Banners and Pennants
- Animated Displays
- Mystik® Self-Stik Displays
- Stanzall Outdoor Signs
- Mystik® Can and Bottle Holders

- Mystik® Self-Stik Labels
- Econa Truck Signs
- Booklets and Folders

Advertising

at the POINT-OF-SALE

"This is the size we use in the Growing Greensboro Market!"

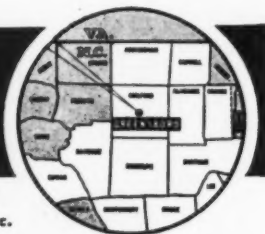


YOU SQUEEZE THE MOST from your advertising dollars in the Growing Greensboro Market—"pocketbook paradise" in the South's No. 1 State . . . One of the big reasons you can do this is because 1/6 of North Carolina's people account for 1/5 of the state's \$3-billion in retail sales—right here in the 12-County ABC Greensboro Market . . . And to make the job extra-simple, you sell 'em while you tell 'em—with the 100,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

The only medium with dominant coverage in the Greensboro 12-County ABC Market, and with selling influence in over half of North Carolina!

**Greensboro
News and Record**

GREENSBORO, NORTH CAROLINA
Represented Nationally by Jann & Kelley, Inc.



Sales Management Figures

they are the heroes. "I says to him, then he says to me, then I says right back and shuts him up" is the pattern of such tales. Loafers entertain themselves this way all day long, and feel as important as the teakettle that imagined it was a jet engine.

Lincoln might have made himself the hero of the pitchfork story. But he was not the bragging type.

Perhaps you have noticed that the least successful storytellers have two characteristics: Their stories are too long, and their stories are supposed to impress you with something they said, or did, or saw.

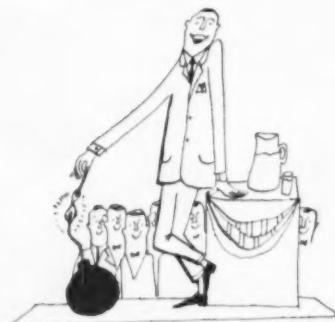
End it with a bang: It is the end, not the details, that makes a story. "The mosquitos in the Yukon," the returning vacationist reported, "measured three inches—between the eyes." A slight pause at the dash, then the words "between the eyes" crash down with the point.

Booker T. Washington's story of the chickens ends with a bang. But had he said, "All the chickens went home when my wife left the coop open," the bang would have been just a mild pop.

After the point—stop!

Bob Hope has made \$20 million dollars by doing that.

Anything further is anti-climactic. Even so simple a thing as repeating the punch phrase fizzles. Yet many amateur storytellers imagine they can milk another laugh by repeating "the funny part." It's sure failure.



"End it with a bang"

Don't try to cap the other fellow's story: Topping the other fellows story is often the beginning of the parting of the ways.

Since one joke suggests another, it is natural to say, "I know a story like that," then to try to tell one that is funnier. That leads the storyteller to think you are trying to steal the spotlight from him—and

he may be right. It is better to enjoy his joke and keep your's silent.

Another good way to lose a friend is to interrupt his joke with "I know how that ends." Stifle that impulse and say, instead, "Go on, I want to hear it."

It is much the same if one tries to cap the experience another person is relating. An acquaintance may tell about the three days he spent in Yellowstone Park. It would be foolish to try to cap that by telling about a friend who spent a full week in Yellowstone, and has been in seven other national parks.

Let the other fellow have the last laugh—and the bigger experience.

Skip trivial details: It could have been an average storyteller Lincoln described when he said, "That fellow can compress the most words into the smallest ideas of any man I ever met."

An office worker's neighbor had taken a 2,400-mile automobile trip without a mishap. But as he turned into his home driveway he ran over a child on a tricycle. That is the story, but here is how the office worker excitedly related it the following morning:

"You know, one of my neighbors,

SALES MANAGEMENT



*It won't be long—
before everyone is talking
about the greater*

PATHFINDER MAGAZINE

- A few short weeks ago we announced the coming of a greater PATHFINDER MAGAZINE with added attractions for readers and advertisers. With our reputation for success and a sound plan in hand, we counted on enthusiastic support. But we never in this world expected the volume of business which is rolling in from advertisers everywhere.
- The first issue of the greater PATHFINDER will be the April issue, delivered on March 23rd. You'll see the biggest magazine in PATHFINDER'S 60 year history. It will contain more editorial pages, more color, more advertising and will be bought and read by more people than ever before.
- This is only the beginning. PATHFINDER is on the move!
- Perhaps we missed you. If you seek to win friends, influence important people or sell families with big needs and plenty of buying power, drop us a line or give us a ring for the up-to-the-minute facts on PATHFINDER.

Pathfinder

The Town Journal

Graham Patterson, Publisher

FARM JOURNAL, INC., Washington Square, Philadelphia 5, Pa.

THE Quad-Cities now 240,500 people

This population places the Quad-Cities 82nd in rank among the 164 metropolitan areas. Excellent market quality is evidenced by the rank of 11th in Effective Buying Income per Capita among the 164 leading markets. WHBF, well established and equipped, in both radio and television, can lead you profitably into this good market.



WHBF
Radio

WHBF
Television

Telco Building, Rock Island, Ill.

• Represented by Avery-Knodel

ARE YOU TAPPING This Newly Important NORTH TEXAS—SOUTHERN OKLAHOMA WHOLESALE MARKET?

Get the Facts on...

WICHITA FALLS



For Complete Market
Data, Write the
**WICHITA FALLS
CHAMBER OF
COMMERCE**
Wichita Falls, Texas

- ONE of SIX, among the 162 metropolitan areas, which SM ranks Superior (exceeding population rank) in 19 out of 20 retail sales factors.
- Texas' new key wholesale point—serving a 27-county, half-billion-dollar-retail-sales market.
- 120 miles from nearest larger city.
- Growing faster than fabulous Texas itself. BUILDING PERMITS: 1951, \$8,371,312—1952, \$20,323,237.
- Served by the MKT, Ft. Worth & Denver (Burlington), Wichita Falls & Southern and Wichita Valley railroads in 6 directions; direct highways to all points; scores of bus and trucklines; Braniff & Continental Airlines.

the one on the west, just took a long automobile trip. Two thousand miles, or I guess maybe more than that. They saw many new places. He had a new car which he had to break in before the trip, and took us riding evenings to work up mileage. I love to ride evenings, don't you? It's so refreshing. Maybe you know him, he works for the ABC Co.—studied business management at the university. Well, their trip lasted two weeks, and they saw some of the grandest sights. I like to see grand sights, don't you? . . . What was it I started to tell you?"

Most of what she said was irrelevant. Her long-winded account was puzzling to follow, and tedious.

That kind of storytelling—all too common—is a strange animal with neither head nor tail.

"The secret of being tiring," Voltaire wrote, "is to tell everything."

First-class storytellers hit the high spots, omit unnecessary rubbish. They compress stories and experiences. They stay on the main track and hurry along without taking detours.

Hit the high spots, and get to the end. Then stop. Leave the details to their imagination.



"If you can't tell it in one minute..."

If you can't tell it in one minute, perhaps you better not try. This does not mean to talk faster. Just leave out the trimmings.

Calvin Coolidge reported a half-hour sermon in five words: "The preacher was against sin."

A South African tribe is said to have a clever custom. They make the person telling a story stand on one leg. As soon as the lifted leg becomes tired and is put on the ground, he has to stop talking.

Each person has had experiences and has visited places which have given him dozens of interesting experiences to relate. Some of these experiences help to keep a conversation going—but only if they are kept simple, are told in one minute, end with a climax, do not overshadow the other person, and skip the trivial details.

Got a sales story
you want to tell?

(on Appliances, Radio, TV)



Put it in Electrical Dealer



Here's what will happen!

1. Your sales story will go directly to 29,000 appliance, radio and TV dealers who look to Electrical Dealer for news and information about their business.

This group is important to you because they are doing over 80% of the total national business. It will be big-dollar-volume dealers who read your story in Electrical Dealer.

2. Your sales story in Electrical Dealer will go to nearly 9,000 electrical appliance distributor salesmen — right into their living rooms. The distributor salesmen edition of Electrical Dealer is *home delivered*. And by reaching this group, you are telling your story to the men who are influencing your sales with all dealers. Electrical Dealer is the only magazine published that is serving the needs of these distributor salesmen.

3. Your sales story in Electrical Dealer will reach every

electrical appliance distributor in the U. S. All of them are regular readers of Electrical Dealer.

With this one magazine you can do as you see others doing — put your sales story into the hands of all 3 selling forces — The Distributor — The Distributor Salesman — The Big-Dollar-Volume Dealer.

Do They Read It?

Definitely YES! They watch for it. They are just like other businessmen. They want news, information and help that will make them better businessmen. Electrical Dealer gives this to them.

Ask one of our representatives to continue this story and show you conclusive proof of Electrical Dealer's high readership. Then put your story in every issue and watch your sales curve swing up. The Haywood Publishing Company, Chicago, Illinois.

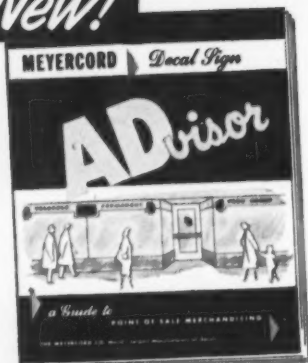
ELECTRICAL DEALER

Chicago 11, 22 East Huron Street
THE APPLIANCE • RADIO • TV • SALESMAGAZINE



Cleveland 15, 1836 Euclid Ave.
New York 17, 101 Park Ave.
McDonald-Thompson...
San Francisco, Dallas
Los Angeles, Seattle

New!



Meyercord's Idea Book on Point of Sale **DECAL SIGNS**

Yours FREE . . . write for your copy today . . .

The new Meyercord Decal Sign AD-visor is the biggest, most complete book for the field of Point of Sale decal signs that we've ever assembled . . . and we want you to have a copy with Meyercord's compliments. The AD-visor is packed with dozens of new uses and new ideas for permanent Point of Sale decal signs with hundreds of illustrations in full color. You'll see how the nation's leading national and regional advertisers are using Meyercord Decal Signs to promote famous brand names, product reproductions, trademarks and sales producing messages. Plenty of potent ideas on how you may stimulate sales at the dealer level. Write for your FREE copy on your company letterhead today!

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NEW SALES TOOL



**Gets
Amazing
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View-Master stereo color pictures will add a dynamic new selling dimension to the portrayal of your products and services! Salesmen like to use View-Master "come to life" pictures because they get and hold attention, because they're lightweight, compact, easy to carry and show. Sales managers like View-Master stereo pictures because they **get results at low cost!** If you have a selling problem, big or small, View-Master stereo pictures can help you solve it. Write for complete information.

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STEREO SELLING PICTURES

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Please send information about View-Master three dimension pictures for commercial use.

Company Name _____

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Position _____

NSE Sponsors Grad School For Young Sales Supervisors

Executive group organizes sales management summer sessions at Rutgers. Trainees to get realistic exposure to professional sales techniques in wide management areas.

If a few sour-grape pundits and other choleric observers still think of salesmanship as a necessary evil and a hawker's sport, they'll have to reckon with more and more evidence to the contrary. Fortunately, there are people like Robert S. Wilson, general sales manager, The Good-year Tire & Rubber Co., who take brighter views. Wilson once said:

"The professional salesman is emerging from the mist of the Industrial Age. He is still a vague figure; he needs to be given form and substance. His profession needs to be systematically outlined so that young men may seek it out, measure up to it, carry it on to new heights of perfection."

Last month the National Sales Executives, Inc., took steps to give form and substance to the profession, announced that a Graduate School of Sales Management and Marketing has been established at Rutgers University, New Brunswick, N.J. Organized by the NSE to impart scientific and professional marketing concepts to sales supervisory personnel, it will operate on a continuing basis, offering summer courses of 20 days' duration beginning August 10.

For Men on Way Up

Courses are intended for men "who are at least 30 years of age with two or more years of sales supervisory experience. . . . They should be moving into higher sales management positions."

Virtue of the plan is that most companies, anxious to train up-coming young men, cannot build an intensive program that takes the individual away from his job and gets him into vital areas beyond the departmental. On the other hand, NSE is preparing a curriculum which will give the trainee "an appreciation of the function of business in our social, economic and political system—as well as the social responsibilities of business leaders."

Schedule covers 20 full days of discussion, lectures, panels, seminars, personal conferences and exposure to other sales managers. Part of the course is to be devoted to "realistic case studies under the expert guidance of experienced conference leaders." The NSE says careful attention will be given to selecting a varied group of men to insure a sound basis for a good interchange of ideas and experiences. The men will be selected from small and large organizations and different industries throughout the nation.

Scope of Course

Specific areas to be covered are too numerous to set forth here, but a sample looks like this: organizing for profitable sales; international administration; managing an effective sales organization. A long list of "how-to" offerings deal with problems in pricing, promotion, sales objectives, quotas, compensation, performance standards, budgets, etc.

A lecture will take up the first part of each meeting. The balance of time will be devoted to realistic case studies under the guidance of conference leaders.

Each applicant may submit in advance—for discussion and solution—a current sales problem confronting his firm.

Discussion and seminar leaders come from both industry and colleges in all parts of the country. The faculty, says NSE, is being selected both for successful teaching experience and for background in managerial positions in business.

Each applicant must be recommended by his firm, but there are no formal educational requirements. Reservations for the 1953 course will be accepted in a company's name upon payment of \$25, payable at the office of the National Sales Executives, Inc., Graduate School of Sales Management and Marketing, 136 E. 57th St., New York 22, N. Y.



Big Buyer on her own!

Earnings and allowances give these girls \$3,700,000,000 a year to spend, fancy free.



Getting gifts galore!

Birthdays, Christmas, graduation, hope chest. Gifts she nearly always selects herself.



Coaching Mom, Dad!

Power in every field of family buying. She can pick a product... switch a brand.



Here comes the bride!

More girls wed at 18 than at any other age. Is your product on their shopping lists, for life?

HERE TODAY AND HERE TOMORROW

THAT YOUNG WOMAN
IN HER TEENS

There's one best way
of reaching the 7,500,000
young women in their teens

seventeen sells!

NEW YORK • BOSTON • CHICAGO
HOLLYWOOD • ATLANTA



Come Clean with Your Agency— And Get Better Advertising

Here's a simple check-list of facts your advertising agent needs if he is to do the best possible job in making your advertising dollars work. Give him your full confidence. He's hopelessly handicapped if he's only half-informed.

BY JAMES C. CUMMING

Vice-President, Anderson & Cairns, Inc.

If you aren't fully satisfied with the work you are getting from your advertising agency, you might ask yourself these simple questions:

Do I regard my relationship with the agency as a true partnership? Do I share important information about our company with the agency people as fast as I get it?

It is an amazing but actual fact that too many sales managers do not get the results they should from their advertising because *they do not tell their agencies enough.*

Of course, since effective advertising thrives on facts, every agency will dig for them. Market research and consumer research on the part of the agency are always important, but unless the facts you have are made available, the agency may repeatedly turn up material that duplicates what you already know. This applies regardless of whether your agency is new to the job or has been working for you for years, although naturally the longer the tenure of the agency the more information about your company its staff will have dug up.

Exactly what should you tell your agency? Here is an outline of general fundamentals to cover.

1. Give the history of your company. Under this heading such questions as these should be answered:

How did your company arrive at its present size and position in its industry?

In what ways have various departments and products contributed to its growth?

What has been the effect of economic ups and downs on your company as a whole and on your various departments and products?

What has been the evolution of your channels of distribution and your distribution policies?

What has been the history of your company's labor relations?

What is your advertising history?

2. Discuss the future of your company as you see it. Specifically:

Where does your company, as a whole, want to be five years from now? Ten years from now?

What are the long-term goals of individual departments? Products?

What goals have you set up for your principal expense ratios?

What plans have you for the expansion of lines and development of new products?

What are your ambitions for the recognition of your company as a business institution or resource?

3. Cover in detail your company's present policies:

What production standards does your company set for itself?

What are your policies as to deliveries, technical assistance and similar services to customers?

In what ways and to what extent does your company cooperate with your customers?

What are your policies on prices and discounts?

What policies govern your sales organization?

What are the objectives of your advertising? Do you have a percentage budget or do you operate on a task basis? Do you enter into co-operative advertising agreements with your retailers?

What policies govern your labor relations?

4. Describe in detail your company's program of product research and development:

What has this program achieved in the past?

What is likely to develop from the current program?

5. Discuss your customers and the end-uses of your products:

Who are your best present customers?

Your best potential customers?

What end-uses are most important for your products?

What end-uses might be developed?

6. Advance your ideas on how to strengthen your company's control of its business: If your voice is husky by the time you have reviewed and discussed all these points, adjourn the meeting until another day, for you are not through yet. So far you have covered the general fundamental information about your company which your agency should know. Next, develop carefully *specific conditions* under which you operate. Here they are in numerical order:

1. Describe your competitive position:

What percentage of the total business of the industry did you do 10 years ago? Five years ago? Today? What is your long-range objective?

How do the policies, methods and extent of the distribution of your products compare with your competitors?

Is the quality of your products competitive? Your prices?

What exclusive features or other advantages do you offer to your customers or the users of your products?

Are you below or above competition in meeting your customers' processing requirements and in providing technical assistance?

2. Discuss the competition that may exist between yours and other industries:

Are all the manufacturers of your type of product in competition with manufacturers of another type of product which is designed to meet the same consumer needs? If you make butter, for example, you may be in competition with margarine.

3. Taking each of your competitors separately, describe his vulnerability, as you see it, from the stand-points of:



IN THE COMPANION YOU CAN BE THE SUBJECT

"Significant for advertisers," says Estelle Sheldon, Hicks & Greist Media Director

More than 4,300,000 women buy every issue of the COMPANION to learn more about the care and feeding of their families. Home product ads, therefore, do not change the subject. They *are* the subject.

Estelle Sheldon, of Hicks & Greist, is shown here discussing this fact with COMPANION representative Web Blanchard.

Unlike general magazines, the COMPANION is edited specifically for women. It caters to their interests . . . which, in the final analysis, are the interests of the food advertiser, the appliance

advertiser, the toiletries advertiser, the clothing advertiser, the home furnishings advertiser. In the COMPANION, *home products* are the subjects on the reader's mind.

Ads and service articles in the COMPANION are not competitors. They're good companions. Profitable companions.

COMPANION

Woman's Home

CURRENT CIRCULATION MORE THAN 4,300,000

The Crowell-Collier Publishing Company — 640 Fifth Avenue, New York 19, N. Y. — Publishers of Woman's Home Companion, Collier's, The American Magazine

MARCH 15, 1953

87

Production limits
Capital resources
Dependability for uniform quality, delivery and other service
Distribution: where, how many
Relationship with distributors
Consumer acceptance
Company reputation

4. Describe the factors that make for successful distribution by your company:

What is the relative importance of various channels and outlets?

How does that relative importance vary from the standpoint of gross profit?

What is the difference in functional efficiency among various channels and outlets?

What kinds of selling helps and services do you feel are needed by your type of distribution?

What discounts and markups are demanded by your distributors and retailers?

Do you manufacture on order or do you operate an in-stock service?

What are the comparative advantages to your company of a general, selective or semi-selective distribution policy?

5. Explain to your agency what your markets are from the viewpoints of:

Geography: now and for the future

Size of community

Type of outlet

Income brackets

Age groups and sex of consumers

Racial characteristics

Industries

Size of enterprise

6. Take your agency into your confidence on regional problems:

Are the locations of your plant and your warehouses an advantage or a handicap?

Is one climate or another better for the sale of your products?

Do regional differences in habits of taste or apparel affect distribution?

Are there historical situations that make one region better or worse than another for you?

7. Give your agency detailed information about operating profit margins:

How does geography, in the form of freight rates perhaps, affect profit margins—and where?

Does the type or size of outlet or customer have an effect on profit?

Is profit larger or smaller in large cities? In small towns?

8. Go into detail about the mechanics of distribution: This can best be done with a map of your plants and warehouse points, and facts about your delivery service.

9. Describe your sales organization:

What are the territories and territorial divisions? Use a map too.

What are the specific functions of your salesmen and others in your organization?

What is the basis of compensation for your salesmen?

How often do your salesmen call on each customer, on the average?

What types of people do you employ? Can they sell promotions as well as products?

What is your rate of turnover among your salesmen?

10. Discuss your ideas on sales promotion and development: If your agency has been working with you for some time, its personnel will probably know your ideas. But if the agency is new to the job, describe any activities which are in current practice or which may be planned.

11. Describe any opportunities which may exist for cooperative promotion with non-competitors: Examples of such opportunities are the promotion of corn flakes with bananas, and maple syrup and sausages with pancake flour.

12. If sales of your products are seasonal, say so: Discuss the seasonal distribution of sales by months, by regions and by orders and shipments.

13. Mention editorial interest in your products: If editors of consumer and business publications have shown consistent interest in your firm and its products, say so. The agency will develop these opportunities for publicity.

14. Be sure you and the agency see eye-to-eye on advertising: Express clearly what you expect advertising to do for your company, and go over carefully all plans for co-ordinating the advertising with sales and other activities. You and the agency should then develop your current program and discuss, on the basis of current thinking, the long-range program.

15. Be sure your agency understands what agency service you will need:

What specific operations, such as merchandising or publicity, will you need to supplement the activities of your own staff?

Have chains of authority and responsibility been clearly charted?

Since this check list is intended for a series of give-and-take meetings between you and your agency, some questions may be developed and answered by you; others by the agency.

In reviewing the check list, you may wonder why your agency needs to know about such subjects as your company's labor relations. More and more, modern advertising is recognized as influencing not only the customer, but the stockholder, the supplier, the employee and all others who touch the company in any way.

That is why your agency should be taken into your confidence, fully and completely, and supplied with all the facts it needs to do a good job.

MOTION

by Gale Dorothea

THE lantern swings in eye-compelling back and forth motion, and the otherwise placid Melrose window comes alive and Christmasy.

Back of the animation is a Gale Dorothea motor-driven oscillator. This beautifully simple, low-cost yet sturdy mechanism is widely used by successful advertisers in many fields.

The oscillator makes cardboard displays walk, dance, eat, demonstrate a hundred different human or mechanical actions. Can be synchronized with lights as well.

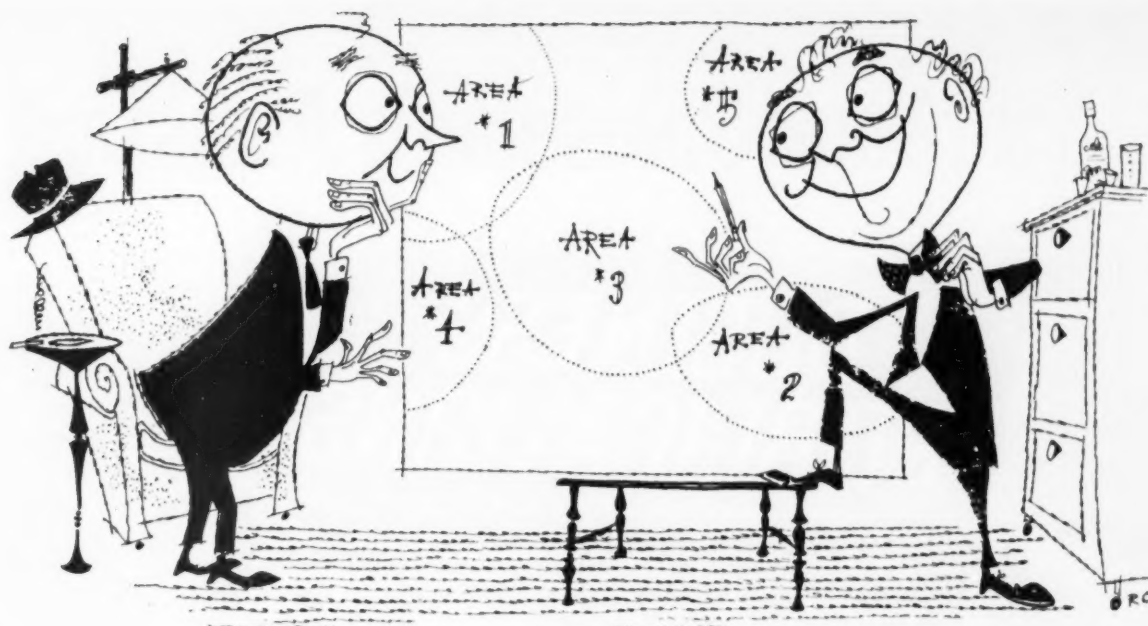
Oscillator is small, compact, lightweight, easy to use—just drop it into cardboard pocket or flap. Can be factory set for many different arcs of travel. 10 standard speeds. 4RPM and



10RPM in stock. Dependable synchronous motor (AC only).

Sample unit is just \$6.75. Send for it now (check with order, please), or write for

more details, suggestions for profitable use: GALE DOROTHEA MECHANISMS, "The Super-Market of Animation," 81-01 Broadway, Elmhurst, L. I., New York.



IT'S A HOTEL ROOM, and for this manager, it proved to be an ideal place in which to talk frankly with the territory salesman about his sales potential. Here are ...

Key Questions to Ask Salesmen When You Revamp Territories

If you want the enthusiastic support of your men, you'll work up realignment plans not just for them—but with them, and you can do it almost anywhere with a pencil, paper, and map, plus application of common sense.

BY B. M. AUSTIN

Sales Plans Manager, Industrial Tape Corp.

This division sales manager believed in directness. He sat down with his salesmen one at a time, asked them key questions, noted their answers, discussed the broad points as they developed—and decided with the salesmen, within a few hours, what was best for their territories.

By observation in the field and a little mental elimination, the manager decided that improved sales direction was the quickest way to corner a bigger share of the market. But, a new man on the job, where and how was he to get basic facts

which would make better direction possible? And even if he had the facts, how would he correctly determine which were important, what was right? How could he sell the salesmen on the changed direction?

The manager decided that the most available source of information—and the most logical—was the salesmen themselves. He could control the information, immediately weed out extraneous matter, avoid lengthy research, hard-to-interpret statistics. And, more important, if he could sit down with a salesman and work out

a better sales program, he could kill two birds with one stone; he could sell the salesman on the idea at the same time.

The manager knew that salesmen are individualists as far as their own talents are concerned. They do not work at peak effectiveness under programs imposed on their territories without having a "say." Therefore he designed his approach to give both the salesman and management a "say" in the formation of the program. In fact, it would be the salesman's plan—the manager would merely pose pertinent questions, record the salesman's answers, keep the discussion on the objective.

The plan for each salesman is developed mostly by human judgment and common sense. No exact statistics are required. In this respect, the manager talks the language his men understand, but he is careful to fit into each plan the sales policies of his company, without impairing the plan's workability or attractiveness to the salesman.

Only a road map of the salesman's

Your Salesman's Assistant

BUSINESS PUBLICATIONS

THE WAY TO CUT SALES COSTS

MECHANIZED SELLING

WHEN YOUR ADVERTISING DOES ITS JOB (STEPS 1, 2, 3 AND 6) YOUR SALESMAN HAS MORE TIME FOR STEPS 4 AND 5.

1

2

3

4

MAKE SPECIFIC PROPOSAL

5

CLOSE THE ORDER

6

INCOMING

In Places Where Orders Start

YOUR PRODUCT STORY, in the business magazines your prospect looks to for help with his job, is more than just a sales call on a buying influence. Business Publications are multipliers of sales power. They can take your selling message to thousands of your customers and prospects *at the same time*... at a cost which can be counted in pennies per call.

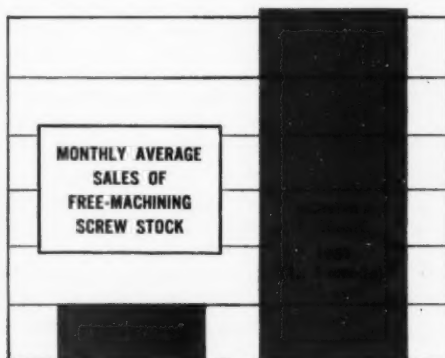
We call Business Publication Advertising "Mechanized Selling" because it mechanizes the first three steps of a sale—makes contact, arouses interest, creates preference. It reduces the cost of personal selling by enabling the salesman to concentrate

his time and effort on the pay-off steps.

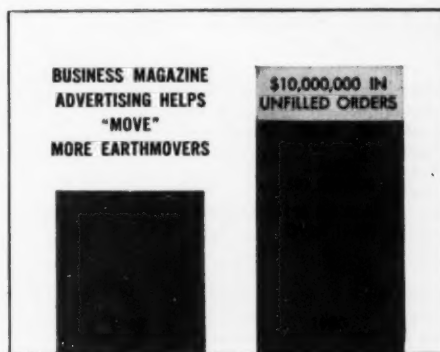
And remember, business magazines deliver your selling message consistently to a concentrated group of your best prospects. They work before, between and after your salesman's calls. You need this help to keep up with the turnover of key executives... to build your markets and hold them against the keen competition of the future.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Orders and How They Grow." It gives the salesman a realistic appreciation of how business publication advertising helps him use his time more productively. You'll want to read it, too.

HOW "MECHANIZED SELLING" INCREASED SALES OF PREMIUM-PRICED PRODUCTS



Using strong Business Paper schedules, plus direct mail and dealer helps, a producer of premium-priced screw stock (sold thru distributors) increased sales to a point where advertising costs averaged less than $\frac{1}{2}$ of 1%.



A manufacturer of earthmoving scrapers used Business Magazines—2-color spreads—to reach his major markets, plus preprints and booklets. Sales increased to \$27,800,000 plus \$10,000,000 in unfilled orders.

McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

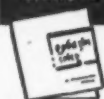




**you'll be stuck on
GOODSTIX, too!**
new transparent self-sticking
sign . . . for all industries!

GOODSTIX new transparent self-sticking signs are so simple to use at point-of-purchase. No glue, no tape, no moisture, no mess. That's why retailers and salesmen appreciate GOODSTIX. Just peel off the two protective strips—and press. No wonder hundreds of firms—in a wide variety of industries—are snatching up GOODSTIX. **HOW ABOUT YOU?**

**STREAMERS • POSTERS
SIGNS • INSTRUCTION LABELS**



FREE! informational folder
"GOODSTIX FOR SALES."
Call, write, wire for your copy
and samples.

GOODREN PRODUCTS CORP.
DEPT. SM-3 136 WEST 21 STREET, NEW YORK

How to get a line on (and to) your dealers...

- Has stiffer competitive selling shifted your dealer picture? The odds are that it has. But do you know how?
- Are dealers using more display material? Are they pushing particular products? Are they reading business papers more? And what kinds of information do they want from you in your trade advertising?

- The answers are detailed in a report of a new ABP survey of dealers. It lines up the facts . . . spots trends . . . points up sensitive areas in your advertising and merchandising today. If you haven't studied it yet, be sure to. And be sure every ad and promotion man on your staff digs into the facts.

- This is another in a series of aids ABP has developed to help you plan and produce better business paper advertising. For a copy of the **NEW SURVEY OF DEALERS**, send \$1.00 to: *The Associated Business Publications*, 205 East 42nd Street, New York 17, N. Y.

All members of **ABP** are proud members of **ABC**

Meet the Author

B. M. (Ben) Austin was named sales plans manager, Industrial Tape Corp., New Brunswick, N. J., on Feb. 1, 1953. Since 1951, he had been industrial and commercial product manager. He developed this sales operating plan when he was Industrial Tape's Texcel midwest division manager, 1949-1950, in Chicago. Ben Austin started as a salesman for Industrial Tape in New York in 1944.

territory, note paper, pencils, and the salesman's account records are needed. And, of course, two willing, interested, alert participants: the manager and the salesman.

The work on a plan is done anywhere—over a dinner table, in a hotel room, in the office, or in the home. In other words, the battle is fought with weapons, under rules, on grounds of the salesman's choice.

Needless to say, the program works. Sales have reacted—slowly at first, but then strongly upward. Morale is high; the salesmen show new zeal in their territories. Why? The answer is in the way the manager approaches his men.

Here's how the program works:

The manager asks questions, notes the answers, organizes the program. The salesman just talks and furnishes information (things all salesmen are adept at). In Phase 1 the manager and the salesman . . .

Determine territory potentials and assign sales time:

Question: What are your main population centers?
(manager pinpoints on map)

Question: From each of these population centers, how far out do the distributors cover effectively?
(manager outlines marketing areas)

Question: What is the approximate population of each of the circled marketing areas?
(manager labels each area #1, #2, etc., on map, and on note paper notes areas and population figures)

Question: How long does it now take you to cover your entire territory?
(manager notes this on bottom of note paper)

Question: Out of this total time covering your entire territory, how much time do you spend in each marketing area?
(manager notes these figures rela-

tive to the areas on note paper)

With the above information, the manager and salesman evaluate present apportionment of sales time and arrive at a new one. (See "How to Set up Territory Call Plan.")

The basic premise is, with rare product exceptions, that where there are people there are sales—the more people, the greater the sales potential. Therefore, the populations of the marketing areas should be nearly proportionate to the amount of sales time spent in each area.

Next, in Phase 2, the manager and the salesman:

Determine new routing:

The manager improvises a series of forms equal in number to the marketing areas. Each form has these headings: Company, Location, Type of Account, Present Sales, Total Purchases, Sales Expectancy, Comment, Action. These forms are used to record the information which results from Phase 2 on. This orderly compilation is helpful in quick and worthwhile analysis at various stages.

Question: What are your main accounts and top potential prospects in this marketing area? (taking one area at a time)
(manager notes the names, locations, class of trade, etc., on the improvised form)

Question: What is your yearly volume and total potential of each of these accounts and prospects?
(manager lists these amounts opposite names)

Question: Are there large accounts or prospects outside of these marketing areas, but still within your territory?
(manager lists these accounts)

Question: Are there any accounts or prospective accounts that should be called on more often than they are scheduled under the new sales times?
(manager notes these exceptions, after first carefully determining

The 5th Dimension

GIVES MORE RESULTS PER
ADVERTISING DOLLAR IN

DELAWARE VALLEY, U.S.A.

THE GREATER PHILADELPHIA MARKET



To establish Delaware Valley's importance in your sales picture, look at the first four dimensions. Today, 1½ billion dollars goes into Delaware Valley industrial expansion... 1¼ million families spend record sums. That crucial "5th Dimension"—The Growth Factor—means even more sales at less cost from your *future* advertising here. Behind this progressing boom stands THE PHILADELPHIA INQUIRER, favorite with advertisers seeking sales dividends all over dynamic Delaware Valley!

Now in its 20th
Consecutive Year of Total
Advertising Leadership
in Philadelphia!




The Philadelphia Inquirer

Constructively Serving the World's Greatest Industrial Area

Exclusive Advertising Representatives: ROBERT T. DEVLIN, JR., 342 Madison Ave., N.Y.C., Murray Hill 2-5838; EDWARD J. LYNCH, 20 N. Wacker Drive, Chicago, Andover 3-6270; GEORGE S. DIX, Penobscot Bldg., Detroit, Woodward 5-7260. West Coast Representatives: FITZPATRICK & CHAMBERLIN, 155 Montgomery Street, San Francisco, Garfield 1-7946 • 1127 Wilshire Boulevard, Los Angeles, Michigan 0259



Write for your United Rate Calculator to help determine moving costs. We will also send a helpful United Moving Kit.

UNITED VANS EXCLUSIVELY
ARE  SANITIZED
FOR YOUR PROTECTION



United VAN LINES, INC.

MOVING WITH CARE EVERYWHERE
OVER 400 AGENTS IN U. S. and CANADA
Headquarters—ST. LOUIS 17, MISSOURI

Looking for worry-free personnel transfers?

- There's a simple way to eliminate the worry connected with moving your sales personnel.

United Van Lines **Pre-Plan** every household moving and storage job . . . first on paper, then on the job. In this way, you and your personnel can be sure that their precious possessions will be properly packed and transported safely—anywhere, anytime.

For peace of mind—whether you move one man or a hundred—call the experienced United agent, listed in your classified phone book.

that more frequent calls are necessary)

Now the manager and salesman are prepared to develop broad daily routes for the entire territory over the coverage cycle. First, a rough outline of weeks and areas is drawn up:

- 1st week — Area 1
- 2nd week — Area 2
- 3rd week — Areas 3 and 4
- 4th week — Area 1
- 5th week — Area 2
- 6th week — Areas 3 and 5

Next, with the prime customers listed, the broad weekly assignments are broken down into daily routes. This is facilitated by reference to the road map. An example would be:

1st Week—Area 1

Monday	Sudbury, Teetsboro, Van Nuys
Tuesday	Van Nuys
Wednesday	Mason City, Waltersboro
Thursday	Van Nuys
Friday	Van Nuys and Burlsboro
(or Saturday)	Burlsboro

The salesman is advised at this

stage that routings are flexible:

1. He may begin with any route, 1 through 6, but once started he must continue in sequence.

2. At any time one week's routings may be substituted with the one immediately following, if advisable, but the original routing sequence must revert to the next coverage, unless he wishes to change his routing sequence, when he would need approval.

3. Within a week's route, the scheduled days may be substituted as desired to obtain more opportune coverage of the given marketing area.

In Phase 3, the manager and the salesman:

Select the proper accounts on which to expend sales time:

Each marketing area is considered separately. No effort is made to regulate accounts and prospects in strict call-book sequence. This is left to the salesman to complete (by a given date) as he covers his territory.

The main point of interest here is to focus the salesman's attention on the largest potential approachable in

his available sales time. In addition, the company's pattern of class of trade emphasis, the concentration of new or high profit lines, is safeguarded and further exploited at this stage.

Question: Regardless of brand handled, are these all of the large purchasers in this marketing area you know of? (referring to the list of accounts and prospects already given) (manager makes additions with potential figures, etc.)

Question: Without naming accounts, how many others in total do you call on and what is their approximate total volume to you and their additional potential?

(manager notes this information at the bottom of the list)

Question: Taking the top volume accounts and prospects individually, what must we do to get a larger share of their business—what have our past experiences been?

(manager makes notes on each account and prospect)

Now the salesman and the manager are in a position to decide on sales coverage for both direct calls

MR. KARL WARD
President
NATIONAL IMPRINTS, INC.

SAYS:



**"Only Railway Express
gives us the consistent speed we need."**

"In our business, every job is 'RUSH' by the time we get it. Lost time must be made up by our men at the presses... then it's up to a transportation service to meet our delivery deadlines. We have found that only Railway Express gives us the prompt pickup and fast delivery we need.

"Although speed is most important to us, it is only one of the reasons we prefer Railway Express. We never worry about paying separate costs for pickup, insurance, and receipts. We save the expense involved in re-packaging shipments into smaller units. In other words, we find it's the easiest way to ship, because one charge covers all."

The next time you need fast pickup and delivery, call Railway Express. You'll get the speed you need, plus all the other advantages nationwide Railway Express service provides. It will pay you to...

use the complete shipping service...



No size or weight limit • Pickup and delivery, within prescribed vehicle limits, in all cities and principal towns • Liberal valuation allowance • Receipt at both ends • Ship collect, prepaid, paid-in-part • Ship by Air Express for extra speed.

and supporting activities, if a distributor.

First, the potential and actual sales volume of the area is totaled, and the actual volume is proportioned against the potential. Second, the small accounts are dropped wherever possible. Third, the call frequency on all remaining accounts and prospects is decided and entered in the "action" column. Fourth, a comparison is drawn between present percentage of market and possible percentage under new coverage. This enables the salesman and manager to agree on expect-

ancy, the salesman to see actual plus-dollar possibilities. This is easily accomplished by reviewing the accounts listed and asking the salesman in each case what yearly dollar volume rate he believes is possible after working the new call pattern for a year. The rest is straight mathematics with interesting answers.

At this stage, two \$64 questions arise:

1. What is the salesman going to do with his extra time?
2. How is the salesman really going to sell these top potential accounts

You and I should never feel ashamed of our nerves. We should be ashamed only if we do not try to control them.

How to Live with Your Nerves
By Dr. Walter C. Alvarez

and prospects? Certainly not merely by spending more time with them!

In Phase 4, the manager and the salesman:

Allocate spare sales time for development-selling and distributor support calls:

Many variables enter the picture at this point: missionary calls on retailers versus smoke-stack selling, multi-call industrials, routine jobber meetings, calls with distributor men. However, certain common fundamentals are determinable.

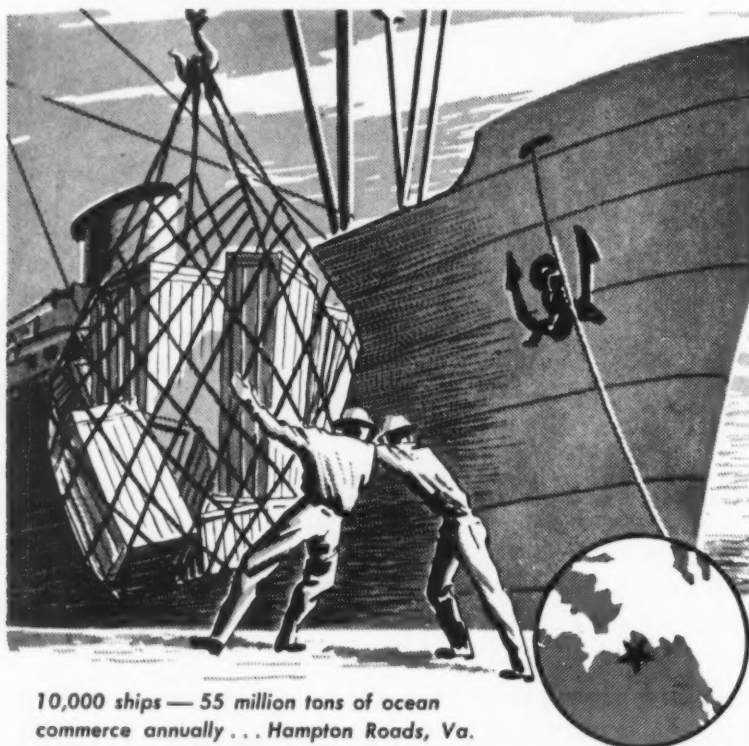
Question: Is each area mostly dependent on manufacturing, farming, commercial organizations (retail stores, banks, hospitals, etc.) or what?

Question: More specifically, what are specialties of the area (grain, livestock, fruit, clothing)?

Basic information is developed as follows:

Area	Type of Occupation	Specifics
#1	Farming	Hogs, corn, grain
	Manufacturing	Farm equipment, meat packing, milling
#2	Farming	Hogs, corn, grain
	Commercial	Colleges & state government
#3	Farming	Hogs, corn, grain
	Manufacturing	Farm equipment, milling
#4	Farming	Hogs, corn, grain
	Vacationland	Summer
#5	Manufacturing	Paper products, appliances

If the top occupations in the marketing area do not represent a market for the product to be sold, specifics



10,000 ships — 55 million tons of ocean commerce annually . . . Hampton Roads, Va.

Make MORE PROFITS in Norfolk

America's Miracle Market

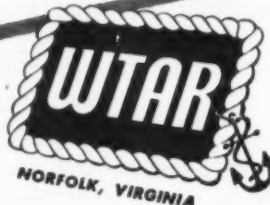
10,000 ships, and more too—
90 steamship lines serving 190 world ports.

159 piers and loading docks.

The men and women who service this tremendous system of transportation buy food, clothing, cosmetics (and almost any product you can mention) at a record-setting pace.

WTAR: NBC Affiliate
WTAR-TV: All Networks

Bring your ship of profits in . . . use both *Dominant* WTAR-AM and *Exclusive* WTAR-TV to reach and sell America's 25th market! Contact Edward Petry & Company, National Sales Representative.



are further developed in order of importance until several marketing possibilities are determined; or, in reverse, known-potential enterprises can be evaluated and the top possibilities entered in each marketing area.

This information further sets the course for the salesman and manager. The top potential market obviously is that which is foremost in the area. The salesman is advised that products should be stressed, new accounts solicited, according to these emphasized markets. He is to consider constantly these markets when developing his detailed call pattern.

Attention is called to the use of all available tools, such as the Yellow Pages of the Classified Telephone Directories, chamber of commerce listings, distributor leads, etc. The manager assists the salesman with trade mailing lists, business publications, new bulletins, etc.

It is emphasized to the salesman at this time that these development calls are all part of the broad plan. The main objectives here are (1) to uncover unknown large buyers; (2) to develop new large buyers; and, (3) as the company works through distributors, to win their sales support by good turnover orders.

With this approach, many important checks and counter checks automatically develop in the actual field operation. They tend to correct any errors in judgment made in formulating the territory coverage plan "off-the-cuff." For instance, by calling on leading businesses in an area, top distributors soon become obvious and the salesman changes his concentration accordingly.

In Phase 5, the manager and the salesman plan:

The sales attack—winning over large buyers:

After the salesman has developed his call books, it usually is found that only a handful of large "key" buyers exist. Since they are the plums of the territory, they are not to be "converted" easily.

Each prospect is analyzed by the salesman and the manager, and a planned sales attack is started, which sometimes enlists the services of executives, technical men and other salesmen.

To determine the course of the sales attack, again the salesman is the main source of information. Through his calls, he has to:

1. Become friendly with all important personnel.
2. Become acquainted with the

aims, plans and policies of the account.

3. Find out the "pet" interests.
4. Discover the strength and weaknesses of competition's activity.

With this basic knowledge, together with the known resources of their own company, the salesman and manager decide on a definite approach plan for each important account. Various steps are agreed upon so that new phases are automatically put into effect as progress is made. Adjustments in the call pattern, even in the routing, are temporarily made to

support the sales attack. However, once an account attack is started, it is persistently continued until success or, in rare cases, until it is shelved because of more promising ventures.

No outline of forms can adequately report all the variables necessary to evolve a sales attack. Discussion between the manager and a salesman can cover a specific situation only. However, it is found that many important accounts can be opened through concerted efforts and a planned sales attack. A single territory has as many as six planned attacks going on at one time.



Store Fixtures Moved Conveniently!

You can move store fixtures or office equipment quicker and easier by calling in your North American Van Lines Agent. Professional movers with modern padded vans handle your glass fixtures or delicate office equipment with greater safety. Best for local or long-distance moves. Always dependable. Always delivered on-time, door-to-door. You can also use North American to move household goods of transferred personnel. Get advance "Survey Service" estimate . . . no obligation.



Call Your Local North American Agent!

Consult your classified phone book

Dept. SM16 Ft. Wayne, Indiana



AMERICA'S LEADING LONG
DISTANCE MOVING ORGANIZATION

How to Put Warmth and Friendliness Into Your Letters

No. 3: The Direct Sales Letter*

BY ROBERT E. SMALLWOOD

If the direct sales—or mail order—letter is not the most difficult to write, it certainly is the most exacting. Its writer never can take refuge in talk of intangible benefits. He has sent forth a letter to make a sale, and the cost of this letter—anywhere from 5c to 25c—is a matter of record. If, as is probable, he has sped thousands of these identical salesmen on their way, he is bucking a cost figure that does not induce sound sleep.

That's the dim view; there also are compensations. He has the vast pleasure, if his letter is good and his list is right, of counting his chickens *after* they're hatched. He has a measure of his achievements. And he knows his worth.

To be frank, not many direct sales letters have "warmth and friendliness." Perhaps they are too busy selling. But the most successful ones do have color, personality . . . a quality of expression which "carries" the reader from first to final paragraph.

Currently, *Life* magazine is mailing 10 million copies of a four-page letter. This letter is as interestingly written as a good mystery story. Its first page is beautifully printed in four colors. That accomplishes the smallest part of the task. It attracts the eye, sets the stage for success or failure. The *important* color is in the copy. The necessary sales job of compelling, holding, developing and turning casual interest into a signature on a subscription card is the responsibility of the letter writer. He doesn't do it with dull copy. And he doesn't do it *without* hard work. Consider, for example, the thought that went into the writ-

ing of these three paragraphs from the *Life* letter:

"Think, too, of all the traveling you might have done through *Life's* big picture pages—luxury tours of the most beautiful and interesting places on our globe: sailing down the Thames in an English Spring . . . catching glimpses of the great Spanish monuments as sunset falls over Seville . . . visiting the headwaters of the Nile to explore a land few white men have ever seen . . .

"Think of the art masterpieces you might have received in your weekly copies of *Life*, to enjoy and appreciate, perhaps to frame and add to your library: magnificent full-color reproductions of the masterworks of all schools and all centuries—from the treasures of storied Babylon to the still-wet masterpieces of Picasso—in portfolios that would cost a fortune if anyone would undertake to bring them out in book form!

"Think of the people you might have met and really grown to know—interesting men and women in all walks of life and the great and the near-great of the world! You see how people live and work and play and worship in every land and clime—how a small Yugoslav 'orphan' is restored to his mother . . . how a big-city doctor comforts his patients with modern miracle drugs . . . how black-clad women mourn their dead in a tiny Spanish village unchanged since medieval times."

That is how the mail order expert does it. He strives for simplicity. He seeks to make his letter move freely. And he works hard to make his letter *interesting*.

A weak sales letter often can be charged to a writer who just hasn't tried hard enough to come up with a few words that have a bit of flavor. He forgets that he is in a battle to hold his prospect's interest—a battle he can win only by appealing to the prospect's self-interest with copy which is easy to read and which stirs the imagination. In a letter describing a book on selling, a writer used the words, "It has sales-fire!" That sentence says more, does more selling, than a whole paragraph of a routine sales letter.

Some time ago, John and Bill Yeck—two Dayton, Ohio, brothers who know a great deal about letters—sent one to heads of businesses in behalf of a candy manufacturer client. They were selling the idea of remembering the birthdays of employees by sending candy to their homes. It was a good idea, and the letter to presidents of companies was helped enormously by this bit of friendliness in the closing paragraph:

"Then just mail the card, I'll pretend it's your birthday and send you a birthday box of candy along with the information. When you try it, you'll know how *good* it is, and . . . how much good it can do."

L. J. Mueller Furnace Co. provided its dealers with a letter for homeowners. Check the two paragraphs quoted below for human interest and originality. They're both there, don't you think?

"An old friend of yours, your Furnace, has just pulled through a long, tough winter. Aside from being a bit run down, he is probably a little worse for wear. He's worked hard; now he's entitled to a good cleaning up—a thorough SUMMER-IZING.

"Yes, that old Furnace of yours, whether it's coal, oil or

* (This is the third of a group of articles on "How to Put Warmth and Friendliness into Your Letters." The first appeared in *SALES MANAGEMENT* for January 15, the second for February 15. Another will appear April 15.—The Editors.)

This Letter Succeeded . . .

Dear Mr. Johnson:

If one of your salesmen had just been through Highland, West Virginia, wouldn't you enjoy a short chat with the town itself to find out if your salesman had made the most of his opportunities?

Of course, not every town can talk. But you can check on your salesman's performance by comparing his sales calls and results with the names and ratings in the Reference Book. You would expect him to concentrate on the up-and-coming concerns and to sell bigger orders to the higher-rated firms.

Salesmen find the State Editions of the Reference Book a big help in doing just that. Wouldn't it be a good investment to get State Editions for all your salesmen to help them plan their trips for more effective selling and better results?

Just fill out the enclosed order blank and mail it today. Or call your local Dun & Bradstreet office.

Very truly yours,
DUN & BRADSTREET, INC.

. . . because

—it tapped at once a primary interest of the prospect. What sales manager *wouldn't* want to talk to a town his salesman had just been through?

—it had an interesting and novel approach. Note, however, the direct relationship between the opening paragraph and the product being advertised.

—it was natural, without fanfare or pressure. Such letters invite readership, and are particularly effective with an executive audience.

—it was easy to understand, wasn't wordy.

—it asked for the order.

gas-fired, will serve you better next winter if given a little attention right now. Furthermore, he may have some minor ills—a small crack or loose joint which, if fixed up right now, may save a major operation later on—perhaps eliminate a great deal of discomfort for you and your family."

And do you imagine that the friendly opening below didn't help The Macmillan Co. sell its handbook for secretaries?

See Here, Private Secretary!

Are you the gal who knows all the answers?

Or are you sometimes uncertain how a letter should be addressed to a mother superior, a senator, or a major general? Are you *sure* of the best way to word an invitation, a letter of introduction, or a collection letter?

Many men in responsible positions have never troubled to

learn some of the details of letter forms and usage. For these details they depend on their secretaries. It is up to *you* to decide whether you will be just a sort of superior stenographer or an indispensable help on whom your employer depends.

Why not give yourself a break? With *THE SECRETARY'S HANDBOOK* on your desk, you can "know all the answers." Ask your employer to order the book for you for ten days' *free examination*—both of you will want to keep it. The price is only \$2.50 for 540 pages of ever-ready usefulness. Mail the enclosed card today.

Cordially yours,
THE MACMILLAN COMPANY

Here's one that's packed with personality. It's easily adaptable; why not give it a trial run on a hundred or so of your own prospect names?

Mr. Purchasing Agent:

Please, please—not that wastebasket! I've come such a long way to tell you this little story.

It's about *PLIOFILM HOUSEHOLD ROLLS*—a brand new item you'll see advertised in *Life* magazine and many local newspapers very soon.

Before you say "don't want 'em"—take a minute to ask your wife—or any refrigerator-owning housewife—how she would like a handy kitchen roll of *REUSABLE* Pliofilm for wrapping fruits, vegetables and leftovers.

You'll be surprised at her enthusiastic reaction, especially when she learns how many trips each little piece of Pliofilm can make back to the refrigerator.

We don't like to say "hurry, hurry, hurry"—but if you put Pliofilm rolls in stock right away, you will be able to take advantage of the extensive ad-

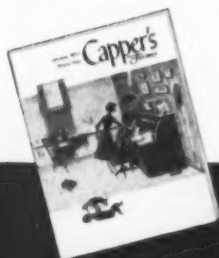
If You Want MASS



Duncan Hines

With a mass product, you buy mass markets. Mid-America is one — a mass market, dominated by farmers. You can't sell Mid-America without farm families, nor the magazine that concentrates on them alone!

Buy
Capper's
Farmer



vertising program which The Goodyear Tire and Rubber Co., the makers of Pliofilm, are sponsoring in October.

We as a Pliofilm Household Roll converter are very much at your service, and we will be waiting to fill your initial order. There is a handy price list and order blank attached for your convenience and we are sure you will be pleased with our product and service.

Cordially,
CRYSTAL TUBE CORPORATION

New York direct advertising expert, M. A. Pollen, takes a firm stand "against sin"—the sin of dullness in sales letters. He demonstrates his talent for choosing the right word with this engaging letter to brides-to-be:

Dear Bride-to-be:

If you are going to wear grandma's wedding gown on that happy occasion—why then, accept our best wishes, and never mind the rest of our story.

However, the chances are that either you yourself, or your dressmaker is going to do the needlework, and trimming, and the purchasing of tulle and bridal satin. . . But please don't forget that there is a third party who can help you make your bridal gown a masterpiece—and save you \$50 to \$100 in the bargain.

That's us—the Newark Dressmaker Supply Co. We have been selling to brides at *wholesale* for many years—and we know that they can use the extra savings on their honeymoon. For example, you can order:

Dupont nylon tulle,
54 inches, all colors
for \$1.45 a yd.
Skinners bridal satin,
50 inches . . \$1.79 a yd.
72 inch nylon net, in all
colors \$1.45 a yd.
1,200 yds. mercerized sewing
thread . . . 29c a spool

Then, on the inside page of this letter, you'll find actual samples of tulle, lace and satin . . . Also wonderful bargains in tiaras, seed pearls, rhinestone banding and other trims.

So the thing to do is to make your bridal shopping tour to

If You Want CLASS



...LIKE *Cessna*

When your product costs important money, you want the people who *have* money. Farm families are near the top. And tops among them are the readers of Capper's Farmer. They are the most prosperous farm families in Mid-America, itself the richest farm market on earth!

Buy
Capper's
Farmer



the second floor of the Wiss Building—right in the heart of Newark. And if you know of a smart, thrifty dressmaker—bring her along, too. The thrifter they are, the better we like them.

Save this letter and the samples, and bring them along. It'll be a privilege to wait on you personally.

Cordially yours,
NEWARK DRESSMAKER SUPPLY CO.

When you set up a title for a group of articles and then begin to do a little preaching, you are a fair target for an occasional friendly challenge. The initial "show me" came from the office manager of a large steel company. He wonders if a bit of warmth can be injected into this letter:

In reference to your subject inquiry No. RC-2015 dated January 14th, we wish to quote as shown on the attached sheet.

Our quoted prices include increase authorized by O.P.S. Price Supplementary Regulation 100, Rev. 1, and is subject to revision to our prevailing prices at time of shipment.

The delivery promise named herein is predicated upon present mill conditions, and therefore, this quotation is subject to immediate acceptance. Any delay in the placing of your order will necessitate a revision of our delivery promise.

We thank you for the privilege of quoting, and would appreciate receiving your order to cover subject material.

Very truly yours,

When a letter writer has to keep one eye on Washington and the other

on his own legal department, he deserves sympathy. And this rewrite may disqualify itself by stepping on the toes of one or more company rules. But it's a sincere effort to put a *little* more readability into a letter which evidently is in daily use:

Thank you sincerely for this opportunity to quote on your January 14th Inquiry Number RC-2015.

For your information, the prices quoted include the nominal increase recently authorized by O.P.S. Price Supplementary Regulation 100, Rev. 1. And we are sure you will understand why we must ask the usual privilege of revising the quotation in the event there has been any change in prices at time of shipment.

If it is possible for you to forward a prompt acceptance, it will be a real and much appreciated help to us in pushing your order through. Our delivery date is based on a study of current mill conditions, and any considerable delay in acceptance would, of course, make necessary a corresponding revision of our delivery promise.

We certainly appreciate this privilege of quoting on your requirements, and are looking forward to the opportunity of serving you.

Very truly yours,

How does *your* company shake hands by mail? Do the letters have any of the warmth and personality you and your salesmen put into the most casual of personal greetings? Perhaps next month we can show how a few companies are signally successful in stirring up leads for salesmen . . . and building good will, through the use of sincere and friendly letters.

COMING . . .

**Before You Claim
Distribution Costs Are too High**

By Ralph F. Hansen, Monsanto Chemical Co.

**What Are Sales Prospects
In the Second Quarter?**

By Peter B. B. Andrews
Consulting Economist
Sales Management

in Sales Management, April 1

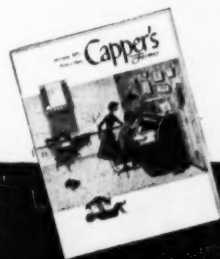
If You Want FARMERS



...LIKE
SQUIBB

With a product for farmers, you want *on-the-farm* circulation. Not would-be farmers, or half-acre farmers, but those with fields to work . . . stock to raise . . . buildings to maintain. Capper's Farmer circulates 90% right on the farm!

Buy
Capper's
Farmer





IT'S EASIER to listen than to read. That's why . . .

Hotpoint's President Talks to 10,000 Dealers

With a four-minute recording reproduced on a portable player carried by distributor salesmen, John C. Sharp tells his 1953 plans, and then asks dealers for their comments.

If the wastebasket were able to talk, it could quote batting averages on direct mail.

Knowing that the average appliance dealer is confronted daily with this postal avalanche, John C. Sharp, president of Hotpoint Co., Chicago, decided to do something to sharpen the interest of dealers who sell his company's products. Why not, he thought, let them listen to what you have to say, rather than burden them with extensive reading matter?

Home appliance manufacturers have recognized for years the value and necessity of communicating directly with dealers, and in the modern pattern of appliance marketing, the industry and Hotpoint realize the increasing need for fast communications.

Personal communication had always posed a problem for Hotpoint, since the company has 100 distributors and 10,000 dealers. Why not, Sharp reasoned, use the more than

600 distributor salesmen to carry a personal message to every dealer? And how better to do it than with a phonograph record?

Sharp's personal message was cut on four-minute, 78 rpm records, and in September, 1952 this method of communication was tested in a San Francisco distributorship area. Listenership of this test message was found to be considerably higher than readership through personal letters. As a result, Hotpoint recently used the record method of reaching dealers in almost every part of the country. The company plans to use this technique periodically to highlight its sales activities for dealers, according to John F. McDaniel, vice-president, marketing.

Sharp's message was short, concise and punchy. Almost every one is curious about a recording, and listenership was high. The talk was recorded on a six-inch unbreakable Vinylite record, produced by RCA

Victor and labeled "A Personal Message to You from Jack Sharp, President of Hotpoint." Most dealers listened when the salesman brought along a portable record player.

Hotpoint dealers and their staffs heard President Sharp say: "I speak for all Hotpointers, including our distributors, when I send you our best wishes for a successful 1953. We feel that the new Hotpoint appliances will do a lot to make your year successful."

"Why are we, at the factory, and our distributors so enthusiastic? Our enthusiasm comes from a feeling that the new products and programs are designed to do a job for the dealer. Further optimism comes from the fact that general business conditions are good, and payrolls are the highest in history. Inventories are low, and fewer distress selling practices will result."

Sharp then described the new Hotpoint appliances, reminded his listeners that "Hotpoint is equipping and tooling the only new refrigerator plant that has been built since before the war." He covered such other products as clothes washers, dishwashers, room humidifiers and ended by saying, "I would have liked to visit each of you in your place of business. This is impossible, so I have used this phonograph record for this personal message. But I would like you to drop me a card and tell me what you think of the new appliances and new programs. . . ."

Distributor salesmen left a postage-paid card for each person who heard Sharp's brief message. Ruled spaces invited their reactions, and cards were returned to the Chicago office by the hundreds. Typical reactions:

"Give me a complete line soon, plus cooperative advertising, and I'll go to town!"

Questionnaires were left with these dealers to get information at the retail level, one of the industry's foremost needs, in Sharp's opinion. Merchants were asked: "Is a record better than printed material?" In a sampling of this question, 40 replied "Yes," while only 2 said "No," and 2 were undecided. All said they received too much printed material from manufacturers and that they "don't read half of it. It's easier to listen than to read."

One of the happier aspects about the Hotpoint recorded messages is this: the company has found that by actual dollars and cents figuring, the personalized method of carrying management's message into the dealer's store is less expensive than producing and mailing personal letters.

I'll bet your mother reads The Press too

Everywhere these days buyers are checking values for the biggest dollar stretch before they fill family food baskets. Invariably they shop their newspaper first. **7 OUT OF 10 HOUSEWIVES** here in Cleveland *prefer The Press*. It gives them *more to choose from*.

They know, for instance, that *all* grocery store advertisers—independents and chain groups alike—prefer The Press. Realize, too, that new products, new brands, new savings come to them first in

The Press—the foremost pre-selling food medium in the market. Yes, their favorite newspaper keeps them up-to-the-minute informed in this business of buying food. Little wonder they meet so often on common shopping ground.

More food product advertisers meet in The Press every week. They know that it displays more, meets more people, means more profits.

MARKET INFORMATION FOR ADVERTISERS:

CLEVELAND HOME INVENTORY — a 2% cross-section of food products on hand and buying habits . . . **CLEVELAND CONSUMER PANEL** — 500 typical Cuyahoga County families in monthly reports. . . .

GROCERY DISTRIBUTION STUDY — annual commodity check of independents and chain stores . . . **CUYAHOGA COUNTY LIST OF FOOD OUTLETS** . . .

The leader in this \$458,874,000 food market—

The Cleveland Press

serving 312,730 families every day.



You'll Get Extra Impact In Distributor Mailings . . .

. . . when you learn what customers expect to find in your envelope stuffers, catalogs, and sales literature. Here's an analysis of what, how and where of your sales messages.

BY LOUIS H. BRENDEN

Merchandising Director, James Thomas Chirurg Co.

Industrial advertisers constantly search for methods of making their advertising, sales promotion and literature more effective. During recent months a number of panel discussions between manufacturers and their industrial distributors have seriously explored this field in an attempt to improve "printed salesmanship."

Here's an example of how this need for more factual information becomes evident: Several times recently I have heard manufacturers say, "Envelope stuffers are no good. Mail sent to our customers and prospects is opened by somebody else and the stuffers never reach the person for whom they are intended." While there is some truth in that statement, I have frequently heard distributors defend the stuffer.

Are there impartial facts? Surveys have disclosed that more than 8 out of 10 readers feel that envelope stuffers are effective for some direct mail uses. This popular type of miniature literature is also widely used for counter pick-up and package inserts. The average hardware dealer, for example, mails very few stuffers direct. He encloses 3 times as many with statements, inserts 7 times as many in packages, and permits 9 times as many to be picked up from his counters. Department stores effectively use large quantities of stuffers as statement enclosures. The evidence indicates that envelope stuffers have definite value when used suitably.

Why Neglect Catalogs?

Catalogs probably are the most important, and in many cases, the most neglected part of a manufacturer's output of literature. Surveys have revealed the fact that 19 out of 20

readers believe their work would be easier to do if all catalogs were the same size. We find that 8 out of 10 prefer 8½" x 11" as the standard size. One complete catalog with prices kept up to date is preferred by 6 out of 7 purchasing agents to several separate, less costly and less detailed catalogs containing individually priced products. Most of them favor a durable binding—one that stands up on a shelf and is clearly labeled.

Buyers Wants

Industrial buyers are particularly articulate about what they want in a distributor's catalog. They want detailed information, specifications and dimensions. They want to know which items are carried in the distributor's local stock and which are not, and they want special items to be included. It is interesting to note that smaller plants are much more insistent that prices be included in catalogs. In plants with less than 250 employees, 2 to 1 voted against omission of prices. In plants employing more than 500 workers, the poll was just about evenly divided for and against omission of prices.

Purchasing agents are not particularly strong in their preference for color in catalogs; they prefer more facts and easier reading. Eleven out of 20 voted for color to increase readability and usability. Nine did not believe anything was added through use of color. Results are close enough to warrant a careful analysis of the use of color, especially if a manufacturer's budget is increased.

Purchasing agents are much more positive in their preference for a full description of a product instead of a mere listing of specifications. The

survey findings show this preference to be 7 to 1.

It is difficult to understand why some catalogs still have the index in the back, particularly when 3 out of 4 users voted for a catalog with the index in the front. It doesn't matter whether the products are listed alphabetically or by groups of items. Select the type of listing best suited to your problem.

The survey findings also reveal interesting and possibly surprising information about what purchasing agents want included in a catalog. For example, 12 out of 20 disapprove of the use of testimonials; 7 feel that they are acceptable, and only 1 believes they are essential. It may seem surprising that 27 out of 100 disapprove of including descriptions of manufacturing equipment, and that one-third disapprove of descriptions of previous installations. It is not surprising that 19 out of 20 consider essential or acceptable explanations and illustrations showing how to use products; that only 1 out of a 100 thinks photographs of executives are essential, and that 3 out of 4 openly disapprove of including them in a catalog.

It is quite possible that a survey of purchasing agents' preferences would vary somewhat if engineers *only* were surveyed. In most instances the purchasing agent uses a catalog more frequently than does the engineer; therefore the selection of this cross-section for a survey is logical. If your catalog is used more by engineers than it is by purchasing agents, you may want to investigate their preferences to make sure they coincide with those of purchasing agents.

Mechanical Requirements


Over half the men queried feel that an advance announcement of a new catalog increases their interest in it, provided the announcement does not precede the catalog by more than one or two weeks.

Nine out of 10 feel that it is important for the catalog, regardless of its thickness, to be bound in such a way that it will lie flat when opened to any page.

What type of mailing piece is most effective? Do executives actually see direct mail addressed to them or is it thrown away by secretaries before reaching them?

The manufacturer should carefully consider (1) objective of the mailing piece, (2) size and type of the market, (3) size of his budget.

Here are some of the answers to these and other problems that con-



everybody's problems get packed in here

It's a management man's brief case.

Today he may be rushing off to solve a personnel problem.

Tomorrow it may be investigation of a new production technique . . . or a raw material shortage . . . or a trip to Washington. Management's responsibilities and interests cover all phases of company operation.

That's why management men in metalworking turn to STEEL as their main source of information. They rely upon STEEL to give them the *complete* metalworking picture.

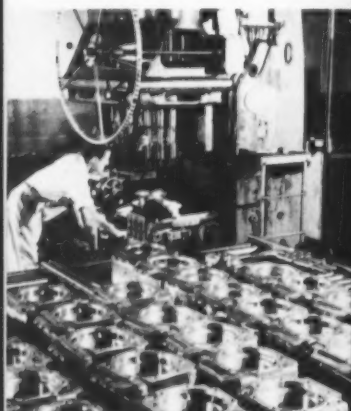


— and here's how STEEL delivers for them! ➡



Productivity

How to raise worker productivity. How to step up efficiency by improving equipment and reducing handling. What effect have incentive plans on productivity? How to boost output through closer quality control and better flow of materials.



STEEL'S

program for management

Distribution

What are the best ways to lower plant handling and distribution costs? How to develop new markets and maintain high product demand. How you can deal with one of the most important single factors influencing business success or failure.



Government Relations

How will the new administration affect the metalworking industry? Will CMP stay with us? Will the government continue to "mother" industry? Do you know the answers to these and other problems pressing industry today?



New Materials

What is available? What are the properties? Where can you obtain them and at what cost? Where can management find new applications for its "bread and butter" materials? Leads to help you find new uses for new materials.



Research Activity

Are you looking ahead into the new horizons research is opening to industry? What can research do for you in product development? How can progress in research help you in your market studies?

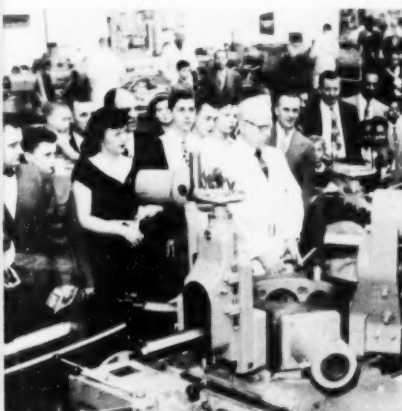
Depreciation and Obsolescence

Are obsolete machines draining your profits? How to keep a constant check on the productive capacities of plant equipment. Helpful tips on maintaining peak performance and staying competitive on a quality and cost basis.



Community Relations

How to develop and keep good relations with the public and the people of your local community. How you can increase productivity and lessen the danger of strikes through consistent, intelligent treatment.



Labor and Industry Relations

What can a carefully managed labor relations program do for you? How to hire workers. How to train them, make them more productive and keep them on the payroll. Important factors in dealing with employees.



New Production Techniques

How to turn out better products at lower cost by improving processing methods and increasing the efficiency of equipment. What new production techniques mean in terms of higher profits and faster production.

Metalworking management faces a year of decision. Never before have the men who direct the nation's 50,000 metalworking plants had so many decisions to make . . . decisions any one of which could mean success or failure for their respective businesses.

STEEL's editors appreciate that metalworking management's greatest need in times like these is information . . . timely, authoritative, reliable information . . . information management can use as a basis for its decisions, and around which it can build a plan for action.

Throughout the year, STEEL's 32-man editorial staff is presenting to management men a series of articles and special reports based on this 10 point management program.

Every week management men turn to STEEL because they know that STEEL will keep them posted on developments in metalworking industry which affect the decisions they must make.



Purchasing Methods

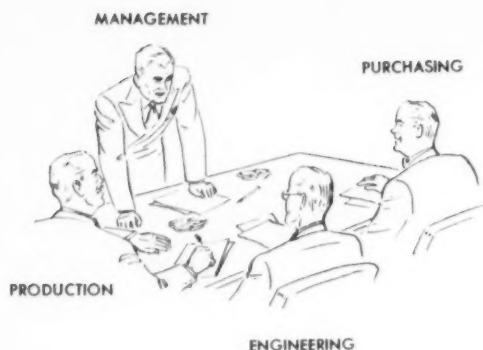
What are the secrets to producing a product at lower unit cost? How can the purchasing agent play a bigger part in saving money? How can he improve his ability to buy wisely?

management men in metalworking

rely on ...



management
men in
metalworking
rely on
STEEL
because...



1 The largest editorial staff of any business publication in the world is working for them—digging out, assembling, and digesting all the developments and news of significance to metalworking.

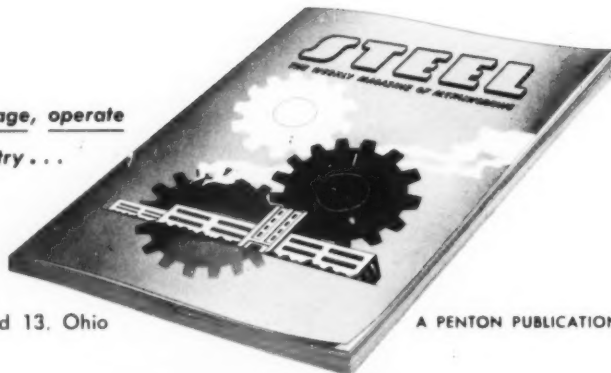
2 They get the timeliness of a weekly news magazine. They receive the information they need and *can rely on* for making immediate decisions and planning future action—while it's "hot".

3 Regular features keep them posted on vital issues: business trends, metalworking outlook, the automotive industry, the Washington picture.

4 They secure promptly the price and market service on which thousands of buying decisions are based—6149 separate entries every week in the most comprehensive and authoritative service of its kind available.

5 STEEL gives them fast reading through modern style and layout from cover to cover; clean, clear reproduction of editorial and advertising pages; fewer words—more "meat".

*The magazine of the men who manage, operate
and buy for the metalworking industry...*



STEEL • Penton Building • Cleveland 13, Ohio

A PENTON PUBLICATION

front users of promotional mailings:

Are postal cards any good? Yes, within their limitations they serve a definite purpose and are advantageously used by manufacturers, distributors and dealers who appreciate these limitations. They are ideal for quick, simple, low-cost announcements. Because of their brevity, they are rarely discarded before they have delivered their message—or at least part of it. Postal cards do not attempt to fool anyone. Everyone knows they are inexpensive, but this is not held against them. When postal cards are properly used, they are entirely satisfactory to the readers.

An industrial salesman who covers a large territory in Texas and Oklahoma developed a series of "country boy" postal cards written in colloquial patter and bearing a snapshot of himself. He successfully used them between calls to remind his customers and prospects of his products and of himself.

An unknown, small-budget manufacturer might easily use ingenuity to outsmart a bigger and richer competitor. Every week for a year, he might mail a postal card offering one tip on how and where to sell his product, or tips on how to do a better and more successful job. What distributor would not be impressed by such a campaign—even though it is inexpensive?

The survey findings on self-mailers are sufficiently interesting to justify careful study. First, we learn that 1 out of 4 executives regards self-mailers unfavorably; 7 out of 8 feel that their use is justified, at least occasionally. It appears that the success of a self-mailer depends on the correct selection of the time and place to use them.

5 Self-Mailer Sins

The five main reasons prospects react unfavorably to self-mailers are:

1. They appear cheap.
2. They are obvious advertising.
3. They allow no privacy.
4. The mailing list is too large.
5. They carry impersonal messages.

These reactions should be seriously considered when types of direct mail are selected.

A check of executives alerts us to the fact that 3 out of 4 prefer mailing pieces that are easy to file. The popular size is 8½" x 11" just as it is the most popular catalog page size—both from the standpoint of attracting attention and convenience. When there is a deviation from this standard size,

mailing pieces 9" x 12" and over are considered most effective in gaining attention and those 6" x 9" are voted most convenient. Seven out of 8 feel that oversize mailers are justified for special purposes, such as broadsides, presentations, charts, calendars, etc.

In planning mailing pieces, manufacturers should bear in mind that over half of the executives interviewed stated that their reaction to oversize mailings is usually unfavorable. Their reasons: hard to handle and file, too wasteful, confusing to read, become battered in the mails. On the other hand, small pieces "get lost easily" and "illustrations are too small." These figures should serve as a warning to manufacturers and distributors to hold close by to the standard 8½" x 11" size, unless there is good reason for making them larger or smaller.

An efficient staff, growing continually more effective, strengthens any company. Successful operation draws more good young people into the ranks and is a top incentive for them to remain. Developing management people requires both concentration and patience.

Development of Executive Leadership
Edited by Marvin Bower

A survey of the National and Southern Industrial Distributors Associations disclosed these suggestions:

1. Give us simplified, descriptive literature, so that it can be easily grasped and our salesmen know what they are talking about.
2. Eliminate multicolored, high-pressure advertising and issue literature that clearly tells the story and gives prices.
3. Give us clear pictures of items, distinct specifications, list of typical installations.
4. Incorporate sales features of the product in all printed matter, price books, bulletins to be mailed or larger bulletins to be left with interested prospects.
5. Imprint distributor's name on the front cover. This crops up in every survey or panel discussion. Yet, in spite of its seemingly obvious im-

portance, in far too many instances no prominent space is provided for the distributor's imprint.

6. Give us more uniformity in catalog sheets. Preference is for a page size of 8½" x 10½"—universal punching type page size 6½" x 9½"—left edge binding margin of 1-13/16". Price sheets should also conform. The manufacturer's name and date should be on every looseleaf page.

7. Spell out how the user saves time and cuts production costs through use of the product.

Illustrations?

Here are a few preferences of general executives and purchasing agents concerning illustrations in advertising literature from an unfamiliar source:

1. Eight out of 10—about even in each class—prefer large illustrations with captions.
2. Both groups are about even in their preference for illustrations of a product in use or with related articles.
3. Twice as many purchasing agents as executives favor the product illustrated by itself.
4. Twice as many executives as purchasing agents prefer the product to be illustrated with a human-interest angle.

These variations in preferences of executives and purchasing agents bear out the results of readership studies made of industrial publications. It has been ascertained that in magazines edited for management men, advertisements showing people have higher ratings. In books edited for engineers, advertisements showing blueprints or cross-sectional product drawings are most popular.

Results indicate that executives have an outstanding preference for photographic illustrations in contrast to cartoons, line drawings or wash drawings unless there is some sound reason for using them. Twice as many prefer halftones printed in black rather than in color. Fifty percent more purchasing agents than executives prefer outline halftones; more than twice as many executives as purchasing agents prefer vignette halftones. But it is a dead heat between them for the square-up halftone, which makes it the best compromise. More than twice as many readers express a preference for bleed illustrations rather than non-bleed illustrations.

FOR GREATER CUSTOMER SATISFACTION DOUBLE CHECK THIS ORDER NOW!

BROWN & BIGELOW
Remembrance Advertising
 SAINT PAUL 4, MINNESOTA

SOLD TO: _____
 PRINT NAME _____
 STREET _____
 TOWN _____

SALESMAN'S NAME & NO. _____

NEW ACCT.	ORDER DEPT.	DATE	ORDERS	195
CREDIT			COMM.	

MEMO TO SALESMEN: Get the order, but get your instructions correctly! Then the inside people can help you and the product make a favorable impression on your customer. This is one idea from . . .

A Round-up of Current Practices In Order-Handling Routines

How the paper work is handled smoothly at Brown & Bigelow . . . Hyster . . . General Mills . . . Pitney-Bowes . . . Jantzen and other companies. The trend: mechanization, which not only speeds up processing but provides data.

Do we devote sufficient attention to our order-handling routine? Especially, do we take the time to inform our inside order-handling people about the part they play in bringing a customer created by successful sales-advertising policies together with a product we are proud to manufacture?

Order-handling people probably are the most unsung segment of our distribution system. But their devotion to the interests of their company and to their company's customers almost make or break the company's relationships with the market.

When we asked representative companies in all sections of the United States, in companies of varying size, with high- and low-price products, to summarize their order-handling procedures they willingly offered to share their ideas for the common good. But most of all, they welcomed the opportunity to throw the spotlight upon their people who seldom have occasion to be praised—they're expected to do a good job always—but who often are caught in the middle when customer misunderstandings arise.

While we have not, for space reasons, been able to publish the details of all the order-handling plans inspected, we offer the following as representing some of the major problems currently encountered, and their solutions:

How to Avoid Snarls On 270,000 Orders Per Year

Brown & Bigelow lists five common errors in order handling.

Salesmen for Brown & Bigelow, remembrance advertising manufacturer, St. Paul, make six copies of orders. Two are kept by the salesman, and a third goes to the district office, of which B & B has 60.

Three copies go to the general office order department.

The original goes, in this order,

to: order auditor, coding, tabulating, general files, verifying, manufacturing (shipping) billing and back to general files.

A green credit copy goes to accounts receivable, credit department and general files.

A blue copy goes to incoming sales, order register, card files, sales department and then to general files.

Almost all of the 270,000 orders received annually come by mail into the mail room which does a daily volume equal to six first-class Minnesota post offices. Here the orders are time-stamped and sent to the order department.

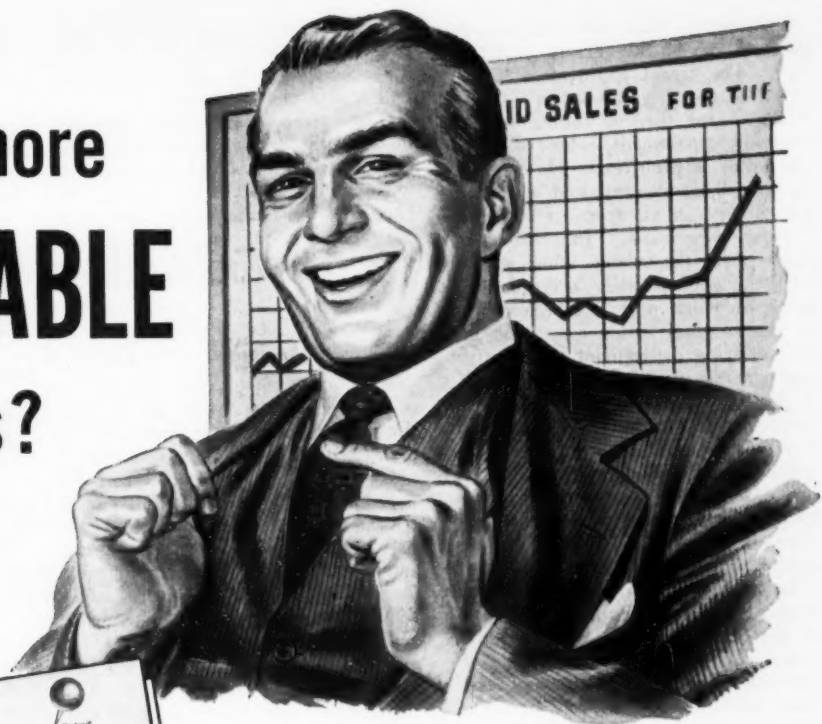
In the order department, the three copies are split up.

The original order goes to the order auditor who checks the salesman's facts as to prices and merchandise. The commission is figured. Prime responsibility is to see if the order is ready for the factory.

In the coding department, the order is prepared for tabulating. It is coded for the state, county, city, population and type of business.

Then the order goes to the tabulating department. Here the salesman gets volume and commission credited to his account. A sales analysis is run on every order. The sales analysis division breaks down the order to determine types of materials needed to fill the order. This information is required for sales forecasting. It determines how each item is moving.

Want more PROFITABLE Sales?



Here's a book that shows how SELECTIVE SELLING pays off

Plenty of smart sales managers are using modern techniques to concentrate on profitable accounts in today's changing market—and this 26-page illustrated booklet shows you how they do it.

In a word, they're the ones who run their business on *facts*...not guesswork. To that end, they make full use of the simplest and best equipment to keep those facts constantly before them, in concise and usable form that concentrates action on the points where action pays off.

This booklet explains not just one, but many proved-in-use sales control systems. You'll see how Kardex Visible Records give you a constant, up-to-date sales picture. How Punched-Card Machines, in your office or in ours, compile totals and prepare printed reports with machine speed and accuracy. How Sched-U-Graph provides a jumbo-size, graphic picture of sales performance by branch, salesman and/or product. In short, here's a book you will *use*.

**SEND THE COUPON TODAY
FOR YOUR FREE COPY.**

Remington Rand

Management Controls Reference Library, Room 1800 315 Fourth Ave., New York 10

Gentlemen: Kindly send me my FREE copy of your booklet KD524.

Name _____ Title _____
Firm _____
Address _____
City _____ Zone _____ State _____

In general files, the original is matched with the green [credit] copy. The credit approval is transferred to the original order.

The order then is routed to the verifying department, where the entire order is proofread. Here spelling, telephone numbers and addresses are checked in all types of national business directories. The order is prepared for the factory, which works from the original order, a typed duplicate or work order. These copies of the original order are made by the verifying department if the original order is in such condition that it is difficult to work from, has been damaged or for any other reason it is advisable to retain the original order in files. Some jobs are completed by the factory working from more than one copy and it thus becomes necessary to make duplicate orders.

In the manufacturing division, the original order (or duplicate) is sent to the tracer department. Here the order is recorded to keep track of the order and to schedule shipments. This operation is necessary to regulate dollar volume of shipping quota daily.

Production Scheduling

From the tracer department, the order goes to "scheduling" to be placed on the list for handling.

After it is scheduled, the order goes to the composing room for any type-setting and then back to scheduling to be handled for the press room. The order may then go through the calendar department and cutting department if necessary, and then goes to shipping where it is logged. The order then is returned to the billing department.

Orders are processed similarly through the playing card factory and the leather and novelty manufacturing divisions.

The original copy of the order goes from the factory to billing, where figures are compiled and the bill computed. Final place for the original copy is in general files, where it is held for two years.

Credit Okay?

The green [credit] copy goes from the order department to "accounts receivable," where it is checked to determine if the customer has purchased before. If so, his payment record is checked.

The credit department gets the order from accounts receivable. After extensive checking, the order is approved or rejected. Cash is asked in advance or further references are

requested if such action is indicated. If the order ultimately is rejected, the cancellation is sent to the customer and the salesman.

The green copy, after passing through the credit department, goes to general files where it meets up with the original copy which has gone through the factory. The green copy is used for correspondence if the original copy still is in the factory.

Daily Sales Analysis

The blue [office] copy goes to incoming sales after passing through the mail room and the order department. Incoming sales is a statistical unit compiling all incoming sales daily by department, salesman, district and sales division. It makes a daily recapitulation of loss or gain, and keeps monthly cumulative information.

Next, the blue copy goes to order register, where it is listed by job number. This listing carries the customer's name, city and state. The register is a speedy reference to customer by his job number. The registration is typed in duplicate and the second copy is perforated so that it can be torn off and used to attach to the file holder for a permanent container for general files records.

The card file gets the blue copy next. This is a standard Kardex file. Every order received is entered in the file by city, state and customer's name. To check the customer, the card file information gives the job number. The card file has a cumulative record of all customers and their history of dealings with Brown & Bigelow. Each order is acknowledged by post card, sent to the customer by the card file department.

The sales department receives the blue copy from the card file department. It is used for study by promotional men seeking new ideas, new customers and general sales information which is passed on to other customers or salesmen.

Then general sales receives the blue copy. It is filed by name of the salesman. The original and credit copies also are in general files but they are filed by job numbers.

Most Common Errors

The order department has noted that the most common errors in orders from salesmen are: The salesman's name is omitted; the order not properly signed; the customer's choice of subject is not specified on specialized calendars; color information,

where choice is permitted is incomplete, the mail clause is not included on nude subjects.

Facts and figures from the general files department:

Approximately 28,000 papers of various types are handled every day; about 2,500 orders are "charged out" daily; from 12,000 to 15,000 orders are constantly "in float;" searchers pick up 225 orders daily; about 200 corrected orders are handled daily.

How Pitney-Bowes Serves National Accounts

In the sales records department of Pitney-Bowes, Inc., Stamford, Conn., originators of the postage meter and manufacturers of mailing machines, the national accounts unit:

1. Checks national accounts submitted by branch offices against Dun & Bradstreet to determine whether the branch is correct in claiming the account has its headquarters in the territory. The unit head either accepts the yellow copy of the form or rejects it, showing the reason, and returns the yellow form to the branch.

2. Makes up headquarters cards on accepted national accounts and necessary subsidiary cards for filing in Cardineer file of national accounts.

3. Enters on headquarters card date of call slips, date received, and name of salesman making call, as received from branches. This must be done on a daily basis in order that proper credit is given the branch and salesman covering the national account headquarters. It is necessary to have a record of a call within 90 days in order to split the commission on an order.

4. Returns to branch all call slips on national accounts which cannot be posted, attached to form letter, on which is checked the reason for return. This immediately notifies the branch if it has failed to file a national account, or allows it to correct any errors.

5. Checks all orders received from branches against the national account cards and enters necessary splits on form which is attached to the order indicating a split of commission is in order.

6. Separates papers received with the contract transmittal report from branch so that customer's purchase order and blue copy of contract, which are attached to the installation,

**No Matter
How Much Money
You Spend—**

**No Matter
How Much “Color”
You use—**

**—you can’t cover
The Detroit Times
“HALF”
of the Detroit Market
without advertising
in
The Detroit Times.**

*The Detroit Times “HALF” of the Detroit Market
Is Just as Important as the “Other Half”*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

replacement, withdrawal report may be quickly and easily detached, which expedites the processing of the installation, replacement, withdrawal report when received.

When 90% of Orders Are Received by Telephone

Republic Supply is geared to serve customers who are in a hurry.

Republic Supply Company of California stocks more than 30,000 items. Individual sales may amount to only a few cents or as much as \$100,000. The average purchase order contains 4½ items. Here is how Republic handles an average order:

About 90% of the company's orders are received by telephone, 5% by mail, and 5% from salesmen who bring the orders to the company's offices. Only 15 to 20 minutes elapse between receipt of a telephone order and distribution of the order papers to all departments.

When the customer telephones, he gives his order to one of the inside order clerks. At this time, the customer gives the order man a purchase order number which is the company's authority to proceed immediately in filling the order. It may be one to three days later before a written confirmation is received. Usually, by the time the confirming purchase order is received the original telephone order has been completely processed and the material shipped. The customer's confirming purchase order must be checked against the telephoned order. Many times the customer inadvertently omits some items which he ordered over the telephone or has a different quantity on the confirming order than was received over the telephone. Sometimes prices quoted on the confirming order do not agree with those quoted by the telephone order-taker. In these cases, steps must be taken to notify the customer of the discrepancy and to determine what he actually wants.

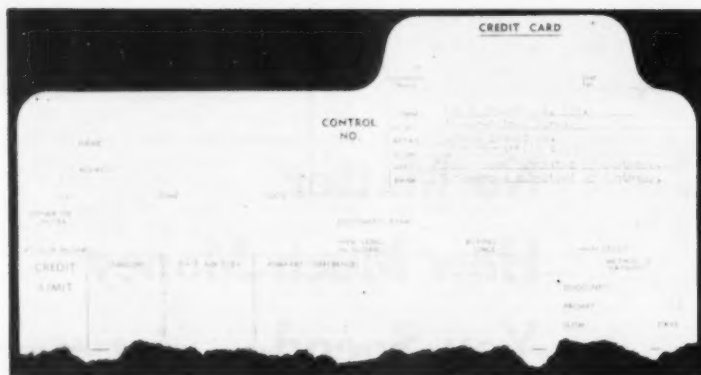
When an order is received, the order clerk writes a memorandum, which is then given to a sales order clearance clerk who processes the sale as follows: The credit standing of the customer is checked; the billing address is placed on this draft memorandum; the sale is scrutinized to determine how many shipping tags,

labels, bills of lading, and copies of invoice will be required in its later processing steps, and lastly the sale is checked in general for legibility and completeness before being passed on.

The order is then sent to the typing department where the sales order draft copy is used as a source of information to make up a Ditto master. The Ditto master is then given to a Ditto operator who runs all of the forms required by all of the other departments to process the sale completely. These forms include file copies and expediting copies for the order department, pricing copies for the price department, stocking tickets for the inventory control stock room, and all of the forms required by the warehouse to complete the order and ship it. Inasmuch as all departments have copies, they are all able to process the sale simultaneously.

Salesmen Informed

When the shipment has been completed the central control point is notified as to the shipping date, and the original Ditto master is removed from the file and the following information is added to it: A date shipped, an invoice number, an invoice date, and final pricing information and extensions. Then the same master goes to the Ditto operator who this time runs some different forms which include the customer's invoices (any quantity he wants), bookkeeper's copy, accounts receivable copy, expediting copy, and lastly a copy for each individual salesman. Every salesman receives a copy of every invoice sent to all of his accounts during a month. In this way he is able to see which customers are buying and how frequently, what they are buying and in what quantities, and the money volume purchased by each customer.



CREDIT LEEWAY: At White Stag, incoming orders are not routed through the credit department unless the order exceeds a pre-set limit. Result: faster order processing.

Mushrooming Sales Called for New System

White Stag now matches orders with availability by delivery.

In mid-1952, White Stag Manufacturing Co., Portland, Ore., switched from a manual order-handling system, to a punch card system installed by Remington Rand Inc. and using forms by Moore Business Forms, Inc. The reason reported by the company:

"It was possible for us to control availability of ski togs and sports togs in total under the former control system, but it was impossible, because of the volume, to control the availability by delivery dates. The primary reason we switched to tabulating equipment is to furnish us with this control of availability by delivery period.

"As a by-product of the tabulating equipment, we are able to run a daily report showing availability by style number, color, size, and delivery period. We also are able to run weekly reports of orders received, showing the total dollar volume by sales representatives, by marketing areas, and by lot number."

The order editor's function primarily is to see that the orders are written up properly and to assign proper coding where necessary in order to have the documents ready for the tabulating department key punch operators. At each order editor's desk are a series of cards, one for each customer in the territory which he handles. This card shows a record of the transactions by type of transaction which we have with that particular customer. The card shows the salesman's name and number and a Dun & Bradstreet credit rating, together

...want to be

FIRST in sales?

Because the Oregonian is FIRST IN RESULTS...

FIRST IN RETAIL ADVERTISING

The Oregonian leads in 17 out of 26 major classifications; The Oregonian is first in ...

Department Stores,	Toilet Goods &	Educational
Clothing Stores:	Beauty Shops	Musical Instruments
Men's	Furniture & Household	Stationers
Women's	Electric Appliances &	Sporting Goods
Men's & Women's	Supply	Heating & Plumbing
Shoe Stores:	Professional	Real Estate
Men's & Women's	Hotel & Restaurants	Book Stores

FIRST IN GENERAL ADVERTISING

The Oregonian leads in 18 out of 24 major classifications; The Oregonian is first in ...

Toilet Requisites	Hotels & Resorts	Industrial
House Equipment &	Professional & Services	Amusements
Supply	Tobacco	Confections
Automotive	Radio & TV	Sporting Goods
Alcoholic Beverages	Publications	Transportation
Jewelry & Silverware	Financial	Agriculture
		Miscellaneous

FIRST IN CLASSIFIED ADVERTISING

FIRST IN CIRCULATION

FIRST in City Zone	} Both Daily — 225,421 and Sunday — 283,744
FIRST in Retail Trading Zone	
FIRST in Total Circulation	

**For YOUR sales results,
place your advertising
in Portland's largest newspaper...**

the Oregonian
PORTLAND, OREGON

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

Advertising facts: Media Records, 1952
Circulation facts: ABC Publishers' Statements, Sept. 30, 1952



with a maximum credit which we feel can be approved by the order editor for each particular customer. If the order and previous orders received do not exceed the maximum credit shown by the history card, then the order editor as a matter of routine, approves the credit. All orders which exceed the maximum credit limitation are, of course, referred to credit department.

After the order has been edited, coded, and approved for credit, it is referred to the tabulating department where cards are punched for the items ordered. These cards are set into a collating machine for processing against a master series of cards which contain availability information. The machine automatically rejects any cards covering items which are not available for delivery at the required delivery date. All cards not automatically rejected cover items which will be ready for delivery when needed. These delivery cards are then related to master name and address tabulating cards and put into a tabulating machine where an order acknowledgment and shipping order are prepared.

Protects Customer

This acknowledgment is prepared in six parts and all copies are referred by the tabulating department to the editor handling the particular customer in question. The order editor reviews the acknowledgment to be sure that it is satisfactory to acknowledge the order in the manner done by the machinery. For example, if a customer has ordered two items which usually go together, either one of which alone would be of no value to the customer, and we are out of one item, the order editor would reject the entire order rather than to permit the acknowledgement of one item.

When the order editor is satisfied that the acknowledgement as prepared is satisfactory, he mails the original copy to the customer. He retains a copy, sends a copy to the salesman handling the account for his information, and sends three copies to the shipping department or the branch where the shipment is to be made.

After shipment has been made, the shipping department forwards one of the copies to the tabulating department where an invoice is prepared, using the same punch cards after necessary corrections, that prepared the acknowledgment in the first place. The shipping department or branch retains a copy for its own information and the third copy, which was a packing sheet enclosed with the shipment, goes to the customer.

When the Branch Is Out of Stock . . .

... how 3-M's home office provides fast service for buyers.

Orders received in the St. Paul general offices of Minnesota Mining & Manufacturing Co. come from 17 branch offices.

These orders are sent only when the branch office is unable to fill the order from its own stock. The orders are then mailed to the home office, and in some cases are wired or telephoned.

Typical procedure in handling of customer orders for standard items stocked in 3-M's warehouses would be (in this case the order for transparent "Scotch" brand filament tape No. 880) this:

The orders, typed in Ditto at the branch, would include:

1. Branch stock order: a single 8½" x 11" blue sheet.
2. Branch customer order: a single 8½" x 11" white sheet and attached packing list. About 50% of these also include an attached customer acknowledgement card.
3. Branch sample order: single pink sheet and packing list, plus three memorandum invoices . . . one invoice goes to the branch; one to the salesman; one to the customer.

Each of these order forms also carries the branch's house order number.

As soon as the branch order forms are received by the mail service department in St. Paul they are routed to the tape order department. There each order is immediately date-and-time stamped.

Each order then is assigned a St. Paul house order number from the master number book. This numbering system is both alphabetical and numerical. For example: W40,000.

(The numbering system never exceeds 49,999 and the prefix letters include those between N and Z, with the exception of the letters O, Q, S and X. When the number W49,999 is reached, the next order will be numbered Y1, Y2, etc., until Y49,999 is reached.)

The numbered order then is checked by an order checker, who looks for errors in the forms, and hand-stamps the various orders according to such special instructions as "special inspection" or "copies to the merchandising personnel."

Errors found in the original order are immediately checked by telephone or telegraph with the originating branch.

Another order clerk then takes the checked orders and processes them against the tape Kardex stock records.

The Kardex files contain a running inventory of tape stock conditions in the warehouse, and tell the clerk the tape number, type, size and packing information at a glance. In addition, the files tell the clerk how much stock is available, or if it has to be specially cut to fill the order.

If the file card shows that stock is on hand, the clerk merely deducts the roll quantity desired from the card, and makes a written notation of the type of tape on the original order forms. The clerk also determines the tentative shipping date, and dates the order forms for shipment.

Back Order

If the order cannot be filled, or is post-dated for 30 days or more, this happens:

1. A "make" card is inserted in the Kardex file, upon which the clerk notes the order number, amount of tape rolls needed, name of branch from which order originated and, if post-dated for filling, the date desired.

2. If the material is out of stock, the clerk writes "make" on the original order to indicate to the production planning group that the tape has to be made before the order can be filled.

When the Kardex check shows that stock is on hand, the order then is sent to the "tube" group. (That is an obsolete name hanging on from the time when pneumatic types were used to transport the orders from the order department to the shipping room.)

There, copies of the order are run off on a Ditto machine. The machine is electric but controlled by hand and foot pedals.

Work in the "tube" group is done in three steps:

1. Setting up by adding different-color blank order copy sheets.

2. Running copies off on Ditto machine. These copies consist of two whites, one tape bonus, four billing and one branch promise-date sheets.

3. Breaking down order into required forms, which is done by sorting copies into various labeled boxes.

After the orders are broken down, they are sent to the shipping department. Upon arrival the weights and routings of the material are checked, and the ordered material is scheduled

Here's Why More Pittsburghers Now Shop the Post-Gazette For Food Values



- 1. GAINS IN NATIONAL FOOD ADVERTISING**—The Post-Gazette was the only Pittsburgh daily newspaper to gain in national food advertising in 1952 over 1951 . . . with an increase of 22,242 lines compared to a loss of 182,439 lines for the Sun-Telegraph and a 75,595 loss for the Press.
- 2. GAINS IN LOCAL FOOD ADVERTISING**—The Post-Gazette gained 238,156 lines of local food advertising in 1952 . . . 234 per cent more than the Sun-Telegraph and 172 per cent more than the daily Press.
- 3. GAINS IN ADVERTISING FROM TOP CHAINS**—Pittsburgh's six largest food chains placed 70.6 per cent more advertising in the Post-Gazette in 1952 than in 1951 . . . an increase of more than 19 columns per week. These chains placed 57,347 more lines of advertising in the Post-Gazette than in the Sun-Telegraph.
- 4. GAINS IN TOTAL FOOD ADVERTISING**—The Post-Gazette carried 260,398 more lines of food advertising—local, national combined—in 1952 than in 1951. The daily Sun-Telegraph lost 111,153 lines, the daily Press gained only 11,860 lines.

Yes, Something Is Happening in Pittsburgh

Pittsburgh Post-Gazette

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

All business is specialized



...and nothing specializes on your business like your business paper

This canny young fishmonger picks his customers for a sure sale. He *specializes*. Just as you do, in your business . . . and in your business reading. This business paper of yours specializes on facts that touch your profits, affect your products, solve your problems. It gives you a crew of specialists to round up news, analyse new techniques, dig up data on what-works-and-how . . . with a single-minded concentration on *your* particular field. Read it regularly . . . cover to cover . . . editorial and ad pages . . . for news, ideas, and where-to-buy-what. It does a job for you that *nothing* else does!

This business paper in your hand has a plus for you, because it's a member of the Associated Business Publications. It's a *paid* circulation paper that must *earn* its readership by its quality. And it's one of a leadership group of business papers that work together to add new values, new usefulness, new ways to make the time you give to your business paper still more profitable time.

NEXT ISSUE you'll be reading about . . .

Turkey Men Find New Sales Potential In Off-Season Promotions

Problem: Consumers tend to think of turkey only at holiday time . . . So California growers joined in a co-op drive to push cut-up birds, to promote home-freezing. Their summer campaign pushed volume six million pounds over normal.

SALES MANAGEMENT

One of a series of advertisements prepared by THE ASSOCIATED BUSINESS PUBLICATIONS



for shipment to the branch via truck.

The order then is referred to the warehouse for shipping.

When scheduled date of shipment is reached, the material is loaded and shipped to the branch office.

When the truck reaches the branch, the material is put into stock. The original order then is filled from stock and forwarded to the customer.

Hyster's Plan for Equipment Orders

The Hyster Co., Portland, Ore., makers of lift trucks, logging arches, and other heavy equipment, and producers of winches sold by Caterpillar Tractor Co., Peoria, Ill., routes all machine orders through the sales department where they are:

1. Interpreted and corrected for nomenclature.
2. Accepted if within 90-day delivery or placed in suspense file if outside 90-day delivery and not formally accepted.
3. Cleared through credit department.
4. Entered on work sheet and priced.
5. Written up on multiple-set order forms and distributed as follows:
 - (a) Invoices, accounting, cost engineering copies to billing department for later completion and distribution.
 - (b) Shipping copies to traffic department.
 - (c) Packing list to packers.
 - (d) Superintendent's copy to factory.
 - (e) Acknowledgment copy mailed to customer formally accepting order and giving approximate shipping date.
 - (f) Reference copy to general sales department for tabulation and forwarding to district managers.
 - (g) Sales order copy in working files until shipped, then to billing for invoicing and permanent files.
6. Entered on order board and cataloged by date and time received and by production order number.
7. Factory advised by production order the specifications of machines, sales order numbers and customer names.

SALES MANAGEMENT



Sometimes advertisers request an advertising campaign that will "knock the public's hat off"—something really different.

To make a campaign "different" is no great accomplishment. To make it "different," and make it sell, is.

YOUNG & RUBICAM, INC.

ADVERTISING • New York Chicago Detroit San Francisco
Hollywood Montreal Toronto Mexico City London

8. Order bureau in sales department advises traffic and shipping departments when material ready by S.O. number and customer name.

9. When shipped order bureau sends completed S. O. form to billing and sales department function is finished.

When Distributors Originate Orders to You

...how appliance shipments are handled by General Mills

Orders for General Mills, Inc., Minneapolis, Minn., (home appliances) are originated by distributors. Distributors tell GM:

1. Name and address of purchaser.
2. Name and address to which shipment is to be directed (usually distributor warehouse, although it may be for a "drop" shipment.)
3. Quantity, description of appliance, model number and price.
4. Date delivery is wanted.
5. Special billing instructions such as required number of copies of in-

voices and bills of lading, special routing, terms and f.o.b. point. Purchase order number and stock number often are required to be shown on the cartons.

When the order is received by General Mills, it is date-stamped. The order is examined by a scheduling clerk in the order section of the customer accounting department.

The scheduling clerk checks prices, terms, f.o.b. point, freight prepared or collect, and schedules a shipping date. The order is examined for special handling and forwarded to a typist for issuance of a shipping order.

A shipping order includes all the information needed by shipping and for billing.

The typist obtains from an alphabetical card file for each customer a code number for the shipping order. When the code number is key punched by the tabulating department, GM can develop by machine method an analysis of sales. The reference card also reminds the typist of special instructions for the customer.

A shipping order includes:

First copy: used as a basis for obtaining credit approval, instructions to shipping department, posting stock records, punching tabulating cards and the numerical file of invoices used.

Second copy: packing slip placed in one of the cartons in the shipment,

which is identified by stencil as containing the packing slip.

Third copy: used by shipping department as follow-up to be sure that shipment goes out.

Fourth copy: bill of lading copy for carrier.

Fifth copy: original bill of lading mailed to customer with invoice.

Sixth copy: file copy of bill of lading for General Mills records.

Seventh copy: acknowledgement copy mailed to customer, if required.

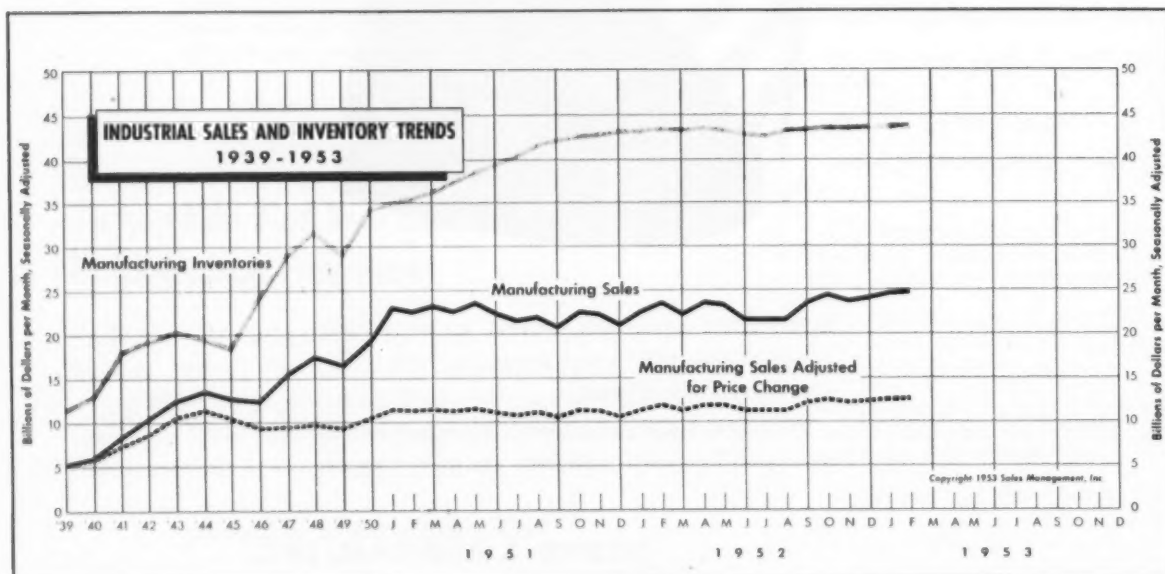
Eighth copy: acknowledgement mailed to salesman responsible for contacts with the customer.

Ninth copy: Follow-up copy used by the order section to make sure all orders are shipped as scheduled and are invoiced.

Since the shipping order set contains a total of nine copies, it is necessary, in order to obtain legible copies to use an electric typewriter.

Shipping order sets are of the continuous-form type. Single-use carbons are inserted by the printer. A special Standard Register Co. platen with pins for guiding the forms is adapted to an Electromatic typewriter. This enables a continuous flow of forms through the machine and speeds up typing operations.

When the shipping order has been typed and checked, credit approval is obtained; routing is indicated by the traffic department and shipment is made. After shipment, the quantity



Industrial sales rose in February to 24.9 billion dollars or 12.8 billion in terms of 1939 prices, thus continuing the expansion which began last Fall.

Many lines of industrial activity from steel to textiles are now reaching the highest levels of the entire post-war period. Gains in inventories are still lagging behind shipments.

A QUESTION FOR THE ADVERTISER USING NATIONAL MAGAZINES EXCLUSIVELY:

IS
"National" Rational?

FOR YOUR SALES IN NASHVILLE

The advertiser using "national" magazines exclusively is undoubtedly convinced that he is placing his advertising where it will do his retailers the most good.

Nashville retailers like Harvey's and Castner-Knott's know different. They know that national magazine advertising can't be timed to their selling seasons or to their merchandising periods. They know it can't do a complete selling job for them because it reaches so few of their customers. In

Nashville, for example, the leading national magazine reaches only 11% of the families ... while the Locally-Edited Nashville Tennessean Magazine has 97% coverage!

That's the "rational" answer... Magazine Advertising at the Local Level! Take your retailer's advice, test your next magazine schedule at the local level... in the fourteen markets served and sold by **LOCALLY-EDITED GRAVURE MAGAZINES.**

MAGAZINE
ADVERTISING
AT THE
LOCAL LEVEL

LOCALLY-EDITED GRAVURE MAGAZINES

TOTAL CIRCULATION OVER 3,500,000 COPIES WEEKLY

For more information about these 14 weekly newspaper gravure magazines contact one of the following representatives. The Branham Co., The John Budd Co., Cresmer & Woodward, Inc., Jann & Kelley, Inc., Kelly-Smith Co., Moloney, Regan & Schmitt, O'Mara & Ormsbee, Inc., Scolaro, Meeker & Scott, Inc., Story, Brooks & Finley, Inc.

Akron Beacon Journal
Atlanta Journal and Constitution
The Nashville Tennessean
Columbus Dispatch
Denver Post
Houston Chronicle
Newark News
Louisville Courier-Journal
Indianapolis Star
St. Louis Globe-Democrat
San Antonio Express
Columbia State
New Orleans Times-Picayune-States
Toledo Blade

shipped is entered in the stock records and an invoice is prepared. Invoices are checked for accuracy of typing, terms and prices. Extensions and footings are machine-checked.

Who is given copies of the invoices?

1. First three copies plus extras, if required, are mailed to the customer along with the original bill of lading.

2. Fourth copy: accounts receivable copy, is used by the bookkeepers in a position file accounts receivable ledger.

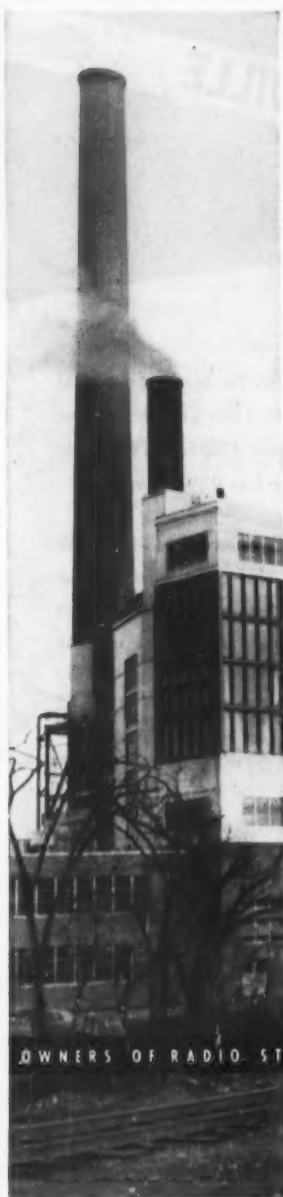
3. Fifth copy: mailed to the contacting salesman.

The original of the shipping order is used for key punching and numerical file purposes. The account numbers to be charged and credited and the amounts involved are indicated so the key punchers can readily perform their operation. The cards punched for each invoice are run through the tabulating machines at the end of each month. The resulting tapes provide information for general ledger closing account entries. Additional

tapes are run to provide delivery statistics for each appliance, showing quantity and money amounts of deliveries by districts and by customer.

Further analysis is obtained from a tabulating tape showing deliveries for each class of trade such as electrical, hardware and jewelry.

Thus an order originated by a customer is received, processed, shipped, invoiced and finally recorded by tabulating equipment for various record-keeping purposes. The purchase order is kept for six years and then destroyed.



WORCESTER'S *Record Industrial Growth offers* The Outstanding Sales Opportunity in New England

From 1946 to 1952 . . . in seven years . . . 263 NEW industrial companies started business in Worcester — and these 263 alone currently pay over 20 million dollars yearly to their 5900 employees! This steady, solid growth—plus the tremendous expansion of Worcester's other 500 established plants — makes Worcester's industrial gain more than DOUBLE that of the national average.

Your product will get the undivided, buy-conscious attention of the compact, high-income Worcester market, by consistent advertising in the Telegram-Gazette — the papers that tell and sell — 154,490 of them daily, 104,308 every Sunday.



OWNERS OF RADIO STATION WTAG AND WTAG-FM

WORCESTER, MASSACHUSETTS

George F. Booth, Publisher

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives

Jantzen's Benefits from Machine Handling

Both Jantzen salesmen and Jantzen retailers transmit orders to Jantzen Knitting Mills, Portland, Ore. Some orders are received by telephone; conversations are recorded on special recording equipment.

All orders come to two girls, who sort them by salesmen, date and count the orders. Then all orders are sent to the IBM department for volume and broad production control. This procedure is called "flash tabulation."

After orders have been "flashed" they are returned to the order department for distribution to customer record "card" girls according to sales territories. These girls first record the orders on the customer's record cards. They then check for:

1. Correct name and address
2. Special customer requirements
3. Mark order with customer number

Orders are then sent to the order checker who:

1. Verifies that items purchased are available and marks orders accordingly. (customer is notified if all items are not available)
2. Notifies customer if price is incorrect.

IBM cards are punched and compared by machine with master cards to verify color codes, sizes and prices. An IBM calculating machine then totals sizes for each color and extends price. Next, cards are collated with master name and address cards. A shipping order is then printed on the IBM accounting machine. The main advantage of a printed order over the original order is that styles and colors are arranged in stockroom sequence, prices are correctly checked and ex-



Idea suggested by JOHN DINEEN, JR.
Pillsbury Mills, Inc.
20 North Wacker Drive, Chicago 6, Illinois

In Chicago, it takes 2— to enhance your story!

BECAUSE . . . Chicago has outgrown the power of any single daily newspaper to reach even half of your city and suburban prospects.

Today it takes two daily newspapers to reach a majority of the market—and for MOST net unduplicated coverage, one of your two **MUST** be The Chicago SUN-TIMES!



CHICAGO SUN-TIMES

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

LOS ANGELES
Sawyer-Ferguson-Walker Co.
612 So. Flower St.

SAN FRANCISCO
Sawyer-Ferguson-Walker Co.
1213 Russ Bldg.

PHILADELPHIA
Sawyer-Ferguson-Walker Co.
Girard Trust Bldg., 1400 S. Penn Sq.

MIAMI BEACH
Hal Winter Company
9049 Emerson Ave.

ATLANTA
Sawyer-Ferguson-Walker Co.
821-822 William Oliver Bldg.

MARCH 15, 1953

tended, and customer description is always uniform.

The IBM cards are later tabulated for sales, shipping, production and credit control. An important feature is the analysis of sales by delivery dates for comparison with production schedule.

Obviously, extensive preparation of information involving style, color, sizes, prices, materials, delivery dates, etc., would be laborious on a manual or semi-manual basis. Information on IBM cards which can be used over and over and easily duplicated enables

many reports to be produced almost simultaneously.

IBM sends the printed orders back to the order department for distribution to the shipping department according to delivery date. The original order is used for future reference when we do not wish to disturb the printed order.

The order is now sent to the traffic department for routing and checking, so that special routing and invoicing instructions may be given. Traffic determines method of shipment according to estimated weight

and number of packages required for shipping the order. This is important since the company prepays all transportation.

The order is assembled and marked as each unit is taken from the shelf.

If the order is to be shipped incomplete, a back order is typed on the unshipped merchandise.

Merchandise is then placed in display boxes and the boxes stamped for content. A final checker then checks the box marks against the order. The boxes are then put in cartons and shipped. At the same time the shipped order plus the back order is sent to IBM for invoicing the next day.

IBM pulls the heading card. Cards are made for shipped items and the invoice is tabulated from these. The invoice is then mailed to the customer together with a copy of the back order.

During the invoicing procedure in IBM, summary cards are created; they are used in tub files for accounts receivable control.

Salesmen send in rush orders in duplicate. To save time the order is checked briefly, and the original is sent directly to the shipping department. The duplicate follows the usual channel to the IBM department. However, it is not necessary in this case to produce a printed shipping order.

Peoria . . . A Major LIVESTOCK Market, Too!

Peoria . . . in the heart of a rich agricultural area . . . is a Major Market in Industry, Population, Livestock Receipts, Eff. Buying Income, Retail Sales and Wholesale Sales.

1,167,157 Hogs Marketed (in 1952) ranks Peoria 8th in the U. S. in Hog receipts. Peoria Livestock receipts were approx. \$80,000,000 last year.



It's the "BEST TEST MARKET IN THE MIDWEST" . . . say advertising and agency executives in all S. M. Surveys.

PEORIA JOURNAL STAR

Covers All Peoria Area

Represented Nationally by WARD-GRIFFITH CO., Inc.

Who's Who in Survey

Brown & Bigelow

Flintridge China Co.

General Mills, Inc.

Hyster Co.

Jantzen Knitting Mills

Magna Engineering Corp.

M. & M. Woodworking Co.

Minnesota Mining & Manufacturing Co.

Pitney-Bowes, Inc.

Underwood Corp.

Raybestos-Manhattan, Inc.

Republic Supply Corp.

Rubberset Company

Thatcher Glass Manufacturing Company, Inc.

Timber Structures, Inc.

Geo. S. Thompson Co.

White Stag Mfg. Co.

This special section...

SOLD

**\$1,000,000 IN
MERCHANDISE
at less than 1½%
advertising cost**



**FAMOUS CUNNINGHAM DRUG STORES
DEMONSTRATE THAT EXCLUSIVE USE OF
DETROIT FREE PRESS PAYS OFF IN SALES
BUILDING LOCAL IMPACT**

On December 14, 1952, Cunningham Drug Stores of Detroit ran a 12-page rotogravure section exclusively in the Sunday Detroit Free Press. As a direct result, a total of \$1,000,000 in sales were made at the 107 Cunningham stores in 10 days' time or at the rate of \$83,000 per page.

This is an amazing record of results at an advertising cost of less than 1½%

Response like this has earned for The Free Press the heartfelt enthusiasm of all Detroit retail merchants and to say that Cunningham's was "pleased" is probably the greatest understatement of the year.

We're proud, too, of this achievement. It is another dramatic demonstration of the tremendous effectiveness of this newspaper in reaching and influencing — the major buying power of the important Detroit market.

That's the reason why Cunningham's, one of America's most alert and aggressive drug store chains, whose 107 stores do an annual volume in excess of \$40,000,000, uses The Free Press so consistently and effectively to build business volume.



NATE S. SHAPERO
President
Cunningham Drug Stores



CHES. E. LARSEN
Executive Vice President
Cunningham Drug Stores

What any advertiser wants is **LOCAL IMPACT ... LOCAL RESPONSE** at the cash register. This is proof you get just that in Detroit thru **EXCLUSIVE SCHEDULES** in



The Detroit Free Press

"AMERICA'S MOST INTERESTING NEWSPAPER"

JOHN S. KNIGHT, Publisher • STORY, BROOKS & FINLEY, INC., NATIONAL REPRESENTATIVES

39,371,257 lines in '52

**THE
MIAMI
HERALD**

6th

**in the Nation
in Total Linage**

**— because it sells all of Florida's Billion
Dollar Gold Coast — at one low cost!**

Advertisers find that
one medium sells the entire
Gold Coast, with its 830,000
residents and a billion-plus
in buying power!

Preferred by Local Advertisers 2-to-1

—rated over 17 million more lines than the 2nd paper!
—led in 27 out of the 28 Retail Advertising classifications
measured by Media Records

Preferred by National Advertisers

—scored first in 20 out of 22 General Advertising classifications
measured by Media Records

This overwhelming preference and record lineage is the result of results. Here is a medium
and a market you simply can't afford to miss: why not see your SB&F man today?



About Traveletter:

The Traveletter service was originated in 1894 as the Hotel Credit Letter Co., by the late Edgar A. Walz. Walz had been Pacific Coast manager for Equitable Life Assurance Society, in which capacity he was well acquainted with many hotel managers. He heard a good bit about the difficulties and losses hotels endured honoring salesmen's checks. The upshot was the launching, in Chicago, of Hotel Credit Letter Co.

In its present form, Traveletter Corp., now in Greenwich, Conn., provides a service both to company management and to salesmen. Originally, though, the Walz system was built around the issuance of a form of credit letter to travelers under which hotels, as correspondents, would cash checks.

Later Walz realized that salesmen were less concerned about getting checks cashed than with receiving company checks at the proper time and place. This changed the character of the service to its present form.

Five of the founder's sons have participated in the business. The two oldest are retired; the third retires this month; the management of the business will henceforth rest on the shoulders of the two youngest. There are four of the third generation presently associated with the business. Founder Walz died in retirement in California in 1935.

men did a great deal of driving, sometimes altering their routes. No matter how hard the executive office tried, it did not always succeed in getting expense checks to the men at the proper time and place. Sometimes a salesman's work was affected by the resultant anxiety. Occasionally a salesman might pass up a chance at a big order rather than alter his route. A costly delay would result while the salesman waited in town for a check to arrive.

4. In terms of executives' and clerical time, the writing and mailing of more than 30 checks, twice a month, was expensive. If the company had changed to a weekly basis, the time consumed would have been doubled.

The Traveletter (Traveletter Corp., Greenwich, Conn.) plan works in this way: Each salesman is issued a "credential," or Traveletter, signed by Traveletter Corporation's head, which authorizes the holder to cash drafts on the salesman's own company up to a specified amount. More than 2,000 hotel and motor court correspondents have agreed to cash such drafts, and many others not on the list render this service. The Traveletter carries the signature of the salesman and the name of the bank to which it should be presented.

Attached to the Traveletter is a sheet with space for correspondents to fill in the date, amount, name of bank, hotel, location, etc. Correspondents, by looking at the latest endorsement and at the weekly limit specified on the credential, can be certain of observing the stipulation limiting the amount to be drawn within a calendar week.

When Centaur-Caldwell introduced this system, its features were outlined in a bulletin to salesmen.

One strict rule—rigidly enforced—is that a draft must be drawn for the exact amount of the salesman's expenses for the week. Round figures, leading to additions or subtractions, would increase the work of the company's clerical department and perhaps lead to confusion on the part of the salesman. The one exception is where allowable expenses exceed the Traveletter limits. This might happen in the case of expensive automobile repair work. Under these circumstances, the salesman can draw the draft for the maximum specified on the Traveletter. But on the back of the draft, in space provided for such reports, he must show his total actual expenses. The deficiency would be added to his next week's draft. (If allowable expenses frequently exceeded Traveletter limits the company

would undoubtedly arrange to increase the weekly drawing limit.)

Traveletter users receive, attached to the Travelorder drafts, expense report blanks covering a week's expenditures for transportation, hotels, meals, etc. By tearing along perforated lines, these may be detached, and mailed to the salesmen's home offices. Centaur-Caldwell does not use this standard form, but supplies its own, which is specially adapted to the needs of its own sales force. This was devised to provide more room, greater legibility, and to facilitate the recording of more details on automobile travel. The size is 8½" x 11", for standard filing.

There is space for daily figures on gasoline, oil, parking and storage, auto repairs and greasing. The men are not required to give mileage from one town to another, but they must show the daily mileage, the week's total, and the speedometer reading. The speedometer reading, and the week's consumption of gasoline and oil, are shown at the top of the expense report—which makes it easy for the accounting department to keep its transportation records.

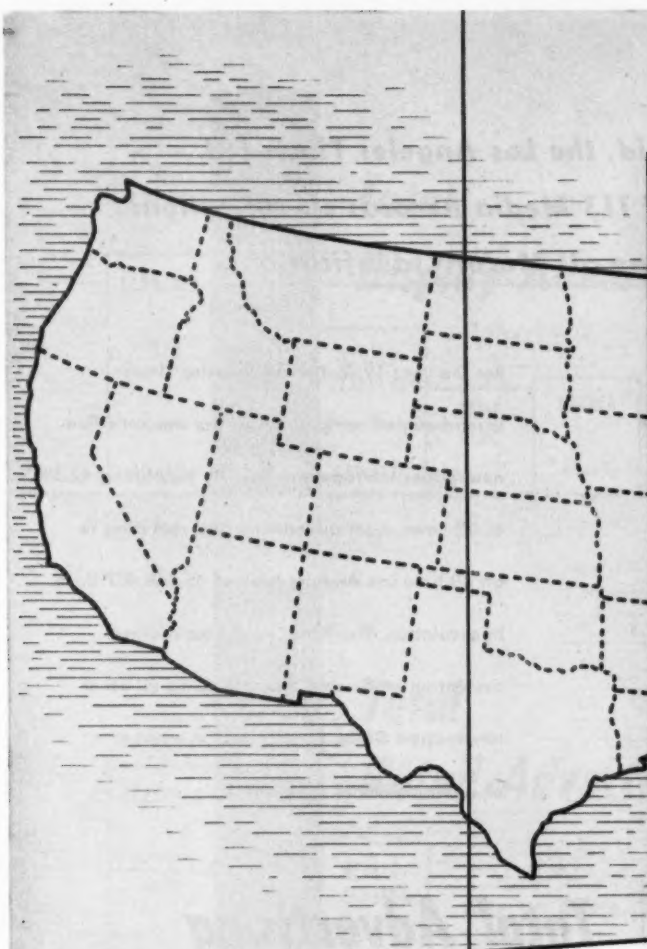
Disallow Charges?

If a man should lose his Traveletter, he must telegraph company headquarters, so that a cancellation order can be put through, and a duplicate issued to him.

Traveletter orders are, of course, honored as drawn, but Centaur-Caldwell reserves the right to disallow any charge it considers improper. The salesman is informed of this by letter; he deducts the amount in question from his next Travelorder.

The annual cost of the service is 13% of the weekly limitation for each salesman. Most of Centaur-Caldwell's men are limited to \$100 a week, with local New York salesmen entitled to \$50. Executives who travel also use the service, since it frees them from the hazards of carrying large amounts of cash. The \$13 per year cost for each salesman is more than offset through savings in stationery, postage, the time required to get checks out—together with the more accurate and more easily checked expense accounts sent in by salesmen.

Centaur-Caldwell salesmen like the system. Management likes it too. In one important respect it is more valuable now than when inaugurated: The \$150 advance to the men in effect six years ago would now have been increased to \$200—and this would have tied up nearly \$7,000.



1st *BY FAR*

IN
WESTERN
AMERICA

The Los Angeles Times, leading newspaper in America's third largest market, dominates all Western America in volume of advertising and in daily, Sunday and home-delivered circulation. The following pages detail the major advertising classifications and present an analysis of circulations in the Los Angeles newspaper field.

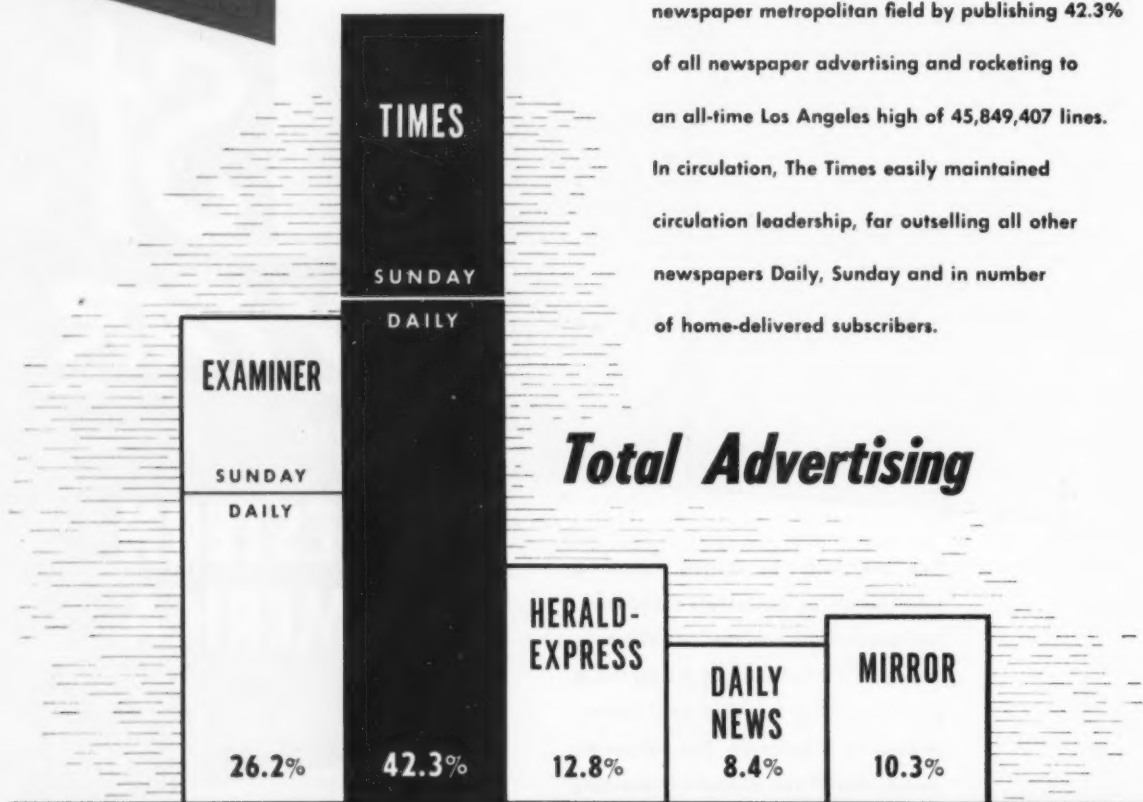
LOS ANGELES TIMES • LOS ANGELES TIMES • LOS ANGELES TIMES





***In its field, the Los Angeles Times led
in 90 out of 113 Media Records classifications,
including all Major Classifications***

For the year 1952, the Los Angeles Times spread-eagled competition in the market's five-newspaper metropolitan field by publishing 42.3% of all newspaper advertising and rocketing to an all-time Los Angeles high of 45,849,407 lines. In circulation, The Times easily maintained circulation leadership, far outselling all other newspapers Daily, Sunday and in number of home-delivered subscribers.



	Linage	Percent
THE TIMES	45,849,407	42.3
Examiner	28,347,545	26.2
Herald-Express	13,913,871	12.8
The Mirror	11,163,713	10.3
Daily News	9,112,607	8.4
TOTAL LINAGE	108,387,143	100.0%

	Linage	Percent
DAILY TIMES	29,412,930	27.1
SUNDAY TIMES	16,436,477	15.2
DAILY EXAMINER	17,907,951	16.5
SUNDAY EXAMINER	10,439,594	9.7



IN WESTERN AMERICA

Total Display Advertising



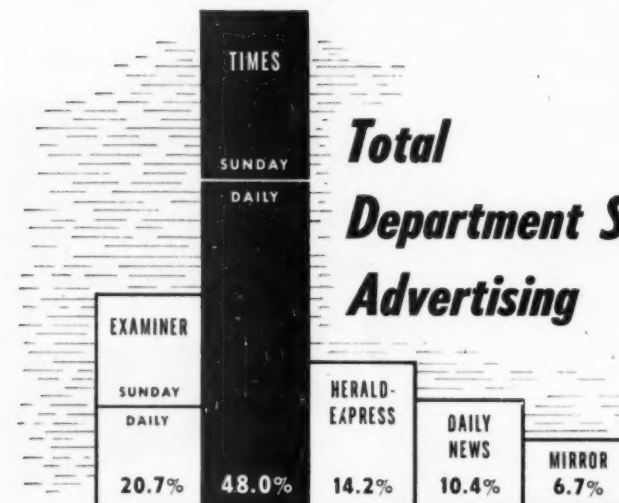
	Linage	Percent
THE TIMES	31,183,052	39.5
Examiner	18,495,283	23.4
Herald-Express	12,633,909	16.0
The Mirror	8,664,733	11.0
Daily News	7,971,903	10.1
TOTAL LINAGE	78,948,880	100.0%
DAILY TIMES	19,086,335	24.2
SUNDAY TIMES	12,096,717	15.3
DAILY EXAMINER	10,762,963	13.6
SUNDAY EXAMINER	7,732,320	9.8

Total Retail Advertising

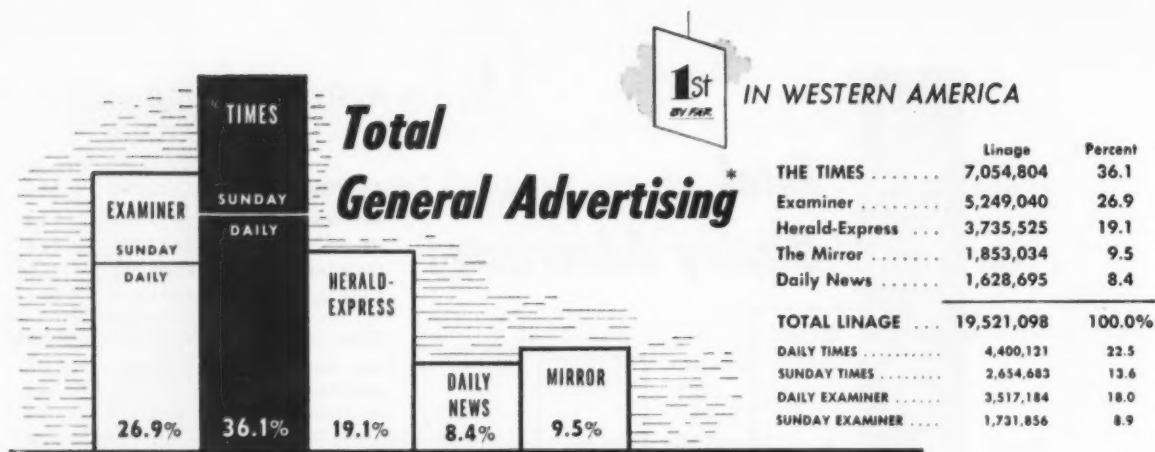


	Linage	Percent
THE TIMES	24,128,248	40.6
Examiner	13,246,243	22.3
Herald-Express	8,898,384	15.0
The Mirror	6,811,699	11.4
Daily News	6,343,208	10.7
TOTAL LINAGE	59,427,782	100.0%
DAILY TIMES	14,686,214	24.7
SUNDAY TIMES	9,442,034	15.9
DAILY EXAMINER	7,245,779	12.2
SUNDAY EXAMINER	6,000,464	10.1

Total Department Store Advertising



	Linage	Percent
THE TIMES	11,919,658	48.0
Examiner	5,131,474	20.7
Herald-Express	3,525,092	14.2
Daily News	2,585,115	10.4
The Mirror	1,665,398	6.7
TOTAL LINAGE	24,826,737	100.0%
DAILY TIMES	7,846,309	31.6
SUNDAY TIMES	4,073,349	16.4
DAILY EXAMINER	2,450,108	9.9
SUNDAY EXAMINER	2,681,366	10.8



SOURCE: MEDIA RECORDS

*Includes Automotive and Financial

First By Far in Daily and Sunday Circulation

During the six-months period ending September 30, 1952, weekday circulation of The Times averaged 391,842 copies. This represents a lead in daily circulation over every other Los Angeles newspaper as follows:

- ➔ **The Times leads the Examiner in daily circulation by 67,903 copies.**
- ➔ **The Times leads the Herald-Express in daily circulation by 96,331 copies.**
- ➔ **The Times leads The Mirror in daily circulation by 178,939 copies.**
- ➔ **The Times leads the News in daily circulation by 202,661 copies.**

In the Sunday field, The Times' Sunday circulation averaged 759,683 copies, a lead of 59,015 copies over the second-place Sunday Examiner.

The Examiner's Sunday circulation of 700,668 includes approximately 33,000 "Predate" copies, printed seven days before publication date and distributed in the "All Other" circulation zone. The Times has no such edition.

In addition to leadership in daily and Sunday circulation over all other Los Angeles newspapers, The Times continues to lead in volume of home-delivered circulation by a wide margin. More than three out of four readers of the daily Times have the newspaper delivered to their homes.

See A.B.C. Publishers' Statements for the period ending September 30, 1952.

First By Far in Advertising

and Circulation Means

First By Far in Selling

Power for All Advertisers



REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO

8 Ways for Salesmen To Use Sales Literature

Is your literature prepared so it can be readily used by your men? Is it the kind they would want to use in these ways? Here is how Allis-Chalmers salesmen secure extra dividends by pre-planning and follow-up on sales calls.

**BY H. M. KINNE • Supervisor,
Advertising & Sales Promotion Section
Allis-Chalmers Export Department**

One of the points sometimes overlooked in indoctrinating new salesmen—or old-timers, for that matter—is an explanation of how they can make the fullest use of company literature. Here are eight suggestions:

1. Before the interview: Bulletins can be mailed to selected prospects shortly before making a call to arouse interest so that a full discussion can be initiated quickly at the time of the interview. Or bulletins can be mailed to an over-all general prospect list to bring in inquiries.

2. Use as a door opener: Inquiries referred by the home office can be answered by personal delivery of a bulletin which will lead easily to discussion of the product. An offer of a bulletin on a cold canvas call is an effective way to start the interview.

3. Before leaving the office: The salesman should study the bulletins. They give him facts about the equipment he can use to build his own sales story. But since there are several types of literature, he should differentiate between them and plan to use each type for its specific purpose.

4. During an interview: The single product bulletin can be used to point out construction features. The bulletin showing types of the same product can be used to guide the prospect in his selection. The line of allied product bulletins can be used to brief the prospect on other products the company makes which are of direct interest to the prospect.

5. Use as something new to talk about: After repeated calls on customer—necessary calls in most cases

—a fresh approach is desirable. A bulletin to talk from helps eliminate “bromides” that creep into frequently repeated calls. Also, the new salesman finds a bulletin an excellent “prop” to help him keep the discussion “on the track.”

6. Use as a device to gain further contacts: Often it is to a salesman's advantage to see several people with buying influence, in addition to his primary contact. The offer to give a bulletin to some other individual is a good way to avoid criticism. This is especially true when the salesman wants to reach the operating people. Installation and maintenance bulletins are especially helpful.

7. Use when making a proposal: A bulletin which covers product construction features and which tells what the product will do for the user is an excellent piece of supporting evidence in a proposal. It makes certain that the prospect gets the entire product story and not the price alone.

8. After the interview: Bulletins can be mailed with a note from the salesman, calling attention to certain points covered in the interview. Full-line bulletins can be mailed to tell the prospect about products which may not have been discussed in the interview.

There is nothing new in any of the ways our salesmen use their company's industrial literature. But each way will produce greater sales impact in the same amount of time as may now be devoted to sales calls and literature, where there is not so much coordination.

**MerCHAINdising
GETS RESULTS!**

DISPLAYS WIN PRAISE

**48.4% gain for
FAB**

says N. A. Smeby
Cleve. District Mgr.
Colgate-Palmolive-
Peel Company



“Figures show a gain of 48.4% over normal movement, during the period the displays were set up in conjunction with your MerCHAINdising plan.”

N. A. Smeby

MerCHAINdising IN ACTION BOOSTS SALES!

Many selling forces swing into action when you use this proved plan for your product:

- Powerful 50,000-watt WGAR tells and sells 4 million listeners in Northern Ohio;
- Two leading national grocery chains push sales;
- Exclusive displays appear in 191 stores for the week;
- WGAR stars appear at sales meetings & store promotions;
- Product news and pictures appear in WGAR's widely circulated merchandising magazine.

MerCHAINdising has boosted sales for more than 17 well-known products, and it can do it for you, too!

WGAR

THE SPOT FOR SPOT RADIO

Cleveland
50,000 watts
CBS

Eastern Office: at
655 Fifth Ave., N.Y.C.
Represented by The Henry I. Christal Co.
In Canada by Radio Time Sales, Ltd., Toronto

**P.O.P.
is a
V.I.P.*
in your
1953 sales planning**

**Very Important Problem is right. Here's how it rates in the thinking of typical sales and advertising executives:*

*Pabst Brewing
Company's Execu-
tive Vice Presi-
dent, Forrest L.
Fraser, put it this
way in a talk
before the Chicago
Federated
Advertising Club*

"It is not enough to plan a good advertising campaign. The profits are in the intelligent follow-through, and we must recognize that advertising must have a built-in sales push at the point-of-sale . . . this sales push at point-of-sale should be part of the original advertising planning."

One company increased its p-o-p share of the budget from 15% to 20% "to bring our national advertising, which has increased, closer to the stores' selling efforts." Another, doubling the share to 30%, finds "more sales are created through the impulse generated by display." Walter J. Daily, vice president and manager, cleaner division of Lewyt Corp. (tenfold increase in p-o-p expenditure in five years) says it helps to "overcome a decline in effectiveness of (retail) sales people."

A distiller, with 30% of his budget for p-o-p, explains "harder selling is needed now." A food company with an \$8 million budget, has tripled its p-o-p allocation because of "definite realization of the importance of impulse purchases and related-item selling."

These examples of the increasing importance of p-o-p in sales planning high-light current attitudes, trends and practices among p-o-p users which will be reported fully in our

APRIL 15 ISSUE 5-FEATURE P.O.P. STUDY

**produced with
the cooperation
of 90 leading p-o-p users
in 25 industries**

P.O.P. Sits for Its 1953 Portrait

1. **CONVENTION FLASH-BACK.** The opening feature will recapture high-lights of the POPAI convention—to rekindle your customers' and prospects' mid-convention enthusiasm . . . and pre-condition readers for the special P-o-p material to follow in features 2, 3, 4 and 5.
2. **P-O-P TRENDS AMONG LEADING ADVERTISERS.** This feature gets top billing in the April 15 p-o-p study. It is one of the most significant surveys . . . from your angle . . . ever brought to the attention of sales executives . . . the men with the final say in the selection of markets and media . . . including p-o-p advertising.

SM's veteran reporter and feature writer "Mike" Hughes, has done a superb fact-finding job . . . with the cooperation of outstanding p-o-p users. He surveyed 90 companies in 25 industries . . . most of them spending \$1 Million or more a year for national advertising. His findings will be presented as a three-way report: on the group as a whole, on the industries involved, and on individual companies. High-lights of his story include: 1948-1952 changes in the ratio between the p-o-p expenditure and the total advertising budget. (Men's wear p-o-p share of the total, for example, climbed 25%-33%; drugs-cosmetics declined 7.7%-7.0%) . . . P-o-p budget changes in specific companies. . . Who makes p-o-p decisions—sales director or advertising director or manager? . . . Advertising agency's role in p-o-p. . . Who conceives and executes p-o-p advertising. . . Reasons why most advertisers have expanded p-o-p share of ad budget. . . Reasons why a few have cut down.
3. **A CASE HISTORY.** How a group of regional producers of carbonated beverages, with distribution in various sections of the country, pool their advertising dollars in the joint purchase of p-o-p advertising that might otherwise be too costly for their individual budgets. Collectively they account for the fourth largest bottle volume in the country.
4. **GALLERY OF "OSCARS".** Individual companies producing p-o-p material have selected the most effective ideas and material developed by them in 1952—to be presented to SM's sales executive audience in a picture gallery of the latest display ideas.
5. **BRANCH AND DISTRICT MANAGERS IN THE P-O-P PICTURE.** 100% of the company branch managers queried by SALES MANAGEMENT rated p-o-p "very important" in their operation. Two-thirds of them believe the p-o-p share of the budget should be raised even more. At least half report they are consulted by the home office on p-o-p matters. 79% say the home office is progressively more attentive to suggestions from branch managers and salesmen. These and other indexes of the branch manager's influence on the use of p-o-p by large advertisers will be published as another big feature of this 5-star p-o-p sales package.

*For advertising data on
this Special P-O-P issue, consult*

Sales Management

THE MAGAZINE OF MARKETING

386 Fourth Avenue, New York 16, N. Y.

333 N. Michigan Avenue, Chicago 1, Ill.

15 East de la Guerra, P. O. Box 419, Santa Barbara, Calif.

How 60-Second Theater Screen Ads Sell Our Products Abroad

If you want sharp local coverage in foreign markets, consider the short advertising film shown in neighborhood theaters. Users report a host of benefits, including audiences that are captive, receptive and measurable.

If you were in Brazil and wanted to take in a movie at, say, Rio de Janeiro or Sao Paulo, you'd see, between features, a 60-second advertising film sponsored by either Pond's, or RCA Victor, or Atlantic Refining, or Kibon ice cream.

Later in the evening you might see an identical 60-second spot film on a local TV channel. You could have the same experience in Canada, Mexico, most of Latin America, England, the Western European countries, South Africa and Australia.

More than 40 major American advertisers are using theater screen advertising in overseas markets. In Latin America theater-goers regularly see short films bought by Procter & Gamble, Coca-Cola, Squibb, Johnson & Johnson, Socony-Vacuum, General Electric; in Canada it's Ford, Philco, United Fruit and many others.

In Rio, Kibon ice cream and Atlantic Refining used *only* theater screens to introduce new products. Results were so gratifying that showings are now expanded to include television.

Why These Results?

Theater advertising isn't new in this country, but in overseas markets more and more advertisers are arranging planned schedules of 40- and 60-second films, shown in selected theaters as part of the theaters' regular entertainment.

Assuming that success of the medium thus far is based on optimistic sales results, it is interesting to speculate *why* these results have been achieved, and the advantages the medium offers.

A Local Wedge: Walter Ellaby, export manager, Alexander Film Co., Colorado Springs, Colo., thinks part of the boom is related to an increasing interest on the part of manufacturers to build up sales strength at the local level.

Most manufacturers make films available to dealers on a cooperative basis; local men pay part of the cost. Here the sponsor must rely on the judgment of his dealer, heretofore an unwieldy problem among world-wide sellers. After all, the dealer knows who attends the community's theaters, knows which ones are well-attended and in what economic class they are situated. He is therefore better able to evaluate local penetration and reaction than top-level management.

Characteristically, most big advertisers buy space, time and coverage in any medium on a "top-level" basis. Theater screening, on the other hand, gives the advertiser a chance to get down to the local outlet with localized coverage.

They're Entertainment

A Captive Audience: It is interesting to compare the livingroom television audience with the theater audience, and weigh comparative effectiveness. Televiewers are, at best, passive, while the theater audience is captive in the strict sense. Customers must pay money to watch the screen, and to get their money's worth, they must sit it out. Your "readership" is guaranteed. Moreover, to many people abroad, the motion picture is still the most exciting form of entertainment they know. Commercials, then, could almost be classed as "entertainment" in some countries.

Audience Measurement: The theater audience is mixed, and over a period of time, attendance records can be well pegged.

About five advertising agencies represent practically all theaters in this country, and only two or three agencies are equipped to handle complete overseas film distribution. Notable among the latter group is J. Walter Thompson Co. JWT and Alexander Film can offer up seating

capacities and number of performances per week in literally thousands of the world's movie palaces.

Sample data: fairly accurate estimated attendances, and the ratio of these to populations of particular countries; proportion of all adults visiting theaters; percentage of men vs. women, housewives vs. unmarried women; economic groups.

Fill Coverage Gaps: TV circulation is spotty in many countries, non-existent in others. For a long time to come, theater screening will help fill TV circulation gaps.

Kill Two Birds: Where TV does exist, it is possible to schedule theater films on TV channels. For this reason alone it is expected that the medium may grow more rapidly in the future.

For Any Language

Use 'em Anywhere: Blessed is the sound track, for it can be changed from one language to another. Most advertising films, like newsreels, have off-stage narration, meaning that the same product-film can be used anywhere in the world by changing the sound track into a foreign language. In fact, most re-voicing can be done in New York City, where there are expert linguists aplenty.

According to Ellaby, films produced in this country can be used anywhere for another reason: Theater audiences throughout the world have become accustomed to accept American scenes, actors, props.

Distribution: If you go to the expense of having short advertising films produced, can you obtain sufficient distribution? Ellaby maintains that—before spending a cent for production—it is possible to select thousands of theaters and obtain commitments from them without leaving New York City.

There are two ways you can get your film into theaters, says Ellaby. "You can either buy the films from the contractor, or, alternatively, you can look to your local dealers and associates in the field to pay for it." Cooperative use of the medium is very popular in this country, he says, where more than 80 national advertisers are sponsoring it.

Too, films now in circulation in this country could easily be put to



DETROITERS have their hands full!

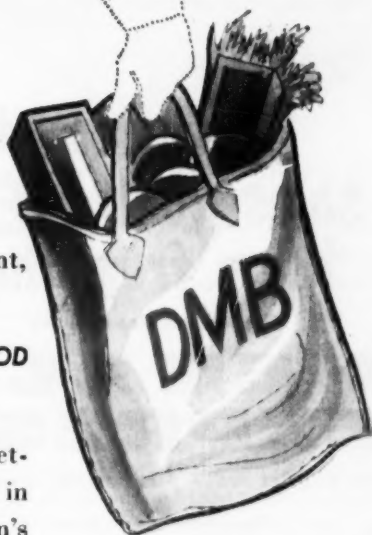
Detroit today is a market of full employment, full paychecks . . . and full shopping bags!

DMB . . . DETROIT MEANS BUSINESS . . . FOOD BUSINESS!

Detroit today is a billion-dollars-a-year marketplace for food products . . . second-ranking in food retail sales per family among the nation's top five standard metropolitan areas.

To get your food product into Detroiters' shopping bags, you must put your product story into The Detroit News. Because it is the housewives' food-buying guide, The News carried 1,534,660 lines of food advertising in 1952 . . . 413,408 lines more than both other Detroit newspapers combined!

Circulation 457,930 Weekdays; 559,134 Sundays
A.B.C. figures, September 30, 1952



The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations

WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

• Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

MARCH 15, 1953

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RETAIL
advertisers know the
Los Angeles Evening
HERALD-EXPRESS
to be a newspaper of
tremendous advertising
RESPONSE-ability!


IF you want
sales you'll **GET**
them from the

The Los Angeles Evening

**HERALD
EXPRESS**

"Los Angeles FIRST Metropolitan Newspaper"

Represented Nationally by
Moloney, Regan & Schmitt, Inc.



If a man's work is regarded as a sufficient teacher he will tend strongly to follow his past practices. He may become possessive in regard to his work. When this happens he will not want to delegate responsibilities or teach others.

—Executive Development
University of Michigan Press

work in foreign markets, if the advertiser does a large export business.

Can you buy theater screen space more cheaply locally than through a large "factory" in New York? Con-tends Ellaby: "It's possible that your associates in foreign countries will know or can quickly get to know various theater owners, and without much doubt they could make an arrangement with those theater owners to screen films in certain theaters at a substantially lower rate." But in that case, he points out, you wouldn't be buying *service*. Your local people would have to ship and collect the films, clean and replace them when necessary, provide their own checking service.

Cost: Different theaters in different counties have different rates, depending on size and class of theater and number of performances per week. On the average, if you book a large number of theaters, your cost per thousand "readership" will be about \$4. The *national* average is \$3.10 per thousand.

Alexander Film offers these figures to help peg typical costs:

If you booked 150 theater weeks in Mexico, including first run theaters, cost would be about \$5,000, with an estimated attendance of 2 million.

In Cuba, if 170 theaters were booked for a week, cost would be \$5,000, with attendance at 1.5 million.

In Canada, 300 theaters cost about \$8,000, deliver about 1.7 million viewers.

Cost of production: 40-second black-and-white light action film is \$500 to \$600; for 20 more seconds you'd pay another \$100. A comparable film in color might cost \$1,200. But, like Hollywood's productions, the more colossal you want to be, the more it's going to cost you. Tip: TV networks seem to agree that a simple film story and uncluttered sets makes for better audience remembrance than the expensive, over-played spots.

SALES MANAGEMENT

***"... More than 6,000
of our employees
are now participating ..."***

MELVIN H. BAKER

Chairman of the Board, National Gypsum Company



"The Payroll Savings Plan for Bonds provides a convenient and profitable way for America's wage earners to save. Millions of Payroll Savers have become proud owners of homes purchased with Bonds bought this way. It also helps our national government with its problems of managing the public debt. We in National Gypsum urge the stimulation of the Payroll Savings Plan and are proud to report that more than 6,000 of our employees are now participating."

Here's another success story of a person-to-person canvass:

In the Wahoo (Nebraska) ordnance plant of the National Gypsum Company, employee participation in the Payroll Savings Plan was a very low 1.73%.

In September of last year, with the whole-hearted encouragement of top management, the 3,000 employees of Gypsum's Ordnance Plant organized to conduct a person-to-person canvass to put a Payroll Savings Application Blank in the hands of every employee.

90% of the employees signed up in the opening days of the campaign. By September 12th, employee participation was 93.7%. On October 2nd, participation was almost 97%—and still going up.

To quote from National Gypsum's printed report of the Payroll Savings campaign:

• "Did we use fancy charts! Did we use advertisements? Did we have long-winded meetings. Did we

give prizes for production? The answer is No! We put the proposition squarely to the people, and we reported to the people once a week in bulletin form to let them know where they stood in relation to other departments as well as to the plant total. Once the spirit of competition and teamwork caught fire, once it became a matter of personal pride; a successful conclusion was only a matter of time and effort."

Justifiably proud of its sponsorship of the Payroll Savings Plan and the 97% enrollment of its employees, National Gypsum Company prepared a very interesting folder, "Bombs and Bonds for National Defense. The Savings Bond Program of the National Gypsum Company." Savings Bond Division, U. S. Treasury Department, Suite 700, Washington Building, Washington, D.C., will be glad to send you a copy. Read how easy it is to build your Payroll Plan to 90% or more participation.

The United States Government does not pay for this advertisement. It is donated by this publication in cooperation with the Advertising Council and the Magazine Publishers of America.

SALES MANAGEMENT



A manufacturer reports:
"Our sales more than doubled
during a period in which
we ran ads mentioning
OPERATOR 25."

Western Union
"OPERATOR 25"
can give
YOU
more sales!



Advertisers who feature "Operator 25" in their sectional or national campaigns pave the way to higher consumer response. "Operator 25" service provides the missing link between advertiser and consumer... gives customers and prospects the names and addresses of local dealers, quickly and conveniently, just by calling Western Union. A new, effective selling aid that means more sales, lower selling costs.

Other Western Union Services

- **MARKET SURVEYS**—Fast, efficient way to check consumer attitudes and brand preferences.
- **DISTRIBUTION**—Fast distribution by reliable messenger service.
- **CIRCULATION VERIFICATION**—Checks titles, buying influence and addresses.
- **PUBLIC OPINION POLLS**—Spot checks on media coverage and consumer preferences.

For further information on any or all these special services, call your local office of

**WESTERN
UNION**

"YONNE SAYS:— Don't take off for
Timbucktoo
When you've a market
test to do.

Just heed this good
suggestion, Pard
Bayonne's right here
in your front yard.



**NEW YORK'S
No. 1
TEST MARKET**

Send
for
Market
Data

"Bayonne cannot be sold from the outside"
THE BAYONNE TIMES
BAYONNE, NEW JERSEY

NATIONALLY
REPRESENTED BY **BOGNER & MARTIN**

Gift Promotion Works— 1,288 Belts Prove It

A promotional gift mailing can go soft if basic idea and timing misfire. But here's how a small-budget advertiser created a simple promotion that made sense to prospects.

If mailed promotional trinkets and doodads go into the prospect's wastebasket or are passed on to the stock-room boys, it's probably because the gifts were (1) next to useless, and (2) poorly timed. If you're a limited-budget advertiser operating in a small market, what can you give a man that he'll use, and get across a promotional idea he'll remember?

Better-than-average recognition was achieved during Christmas, 1952, when *The News and Observer*, Raleigh, N.C., reminded friends that North Carolina's 33-county one-newspaper market is a good advertising buy. Result: 1,288 men who are in a position to exert advertising media buying influence are keeping their trousers hitched up with golden-colored leather belts—courtesy of the newspaper.

Results

To date more than 900 thank-you letters have been toted up. And when R. H. Carson, advertising sales manager of the newspaper, recently contacted 30 advertising folks in Detroit—all of whom received a Christmas belt—every last one of them voluntarily mentioned the belt.

When you put the facts together, the promotion makes sense.

1. The trading and marketing area covered by the newspaper is nicknamed, "The Golden Belt of the South."

2. For the past eight years, "The Golden Belt" has been promoted in small but consistent advertising schedules in business publications, and with periodic folders and mailings.

When gift time came, a golden-colored belt from "The Golden Belt" was as natural as baseball in May.

To lay the groundwork, *The News and Observer's* national representatives, The Branham Co., routed out

likely agency men, sales managers, district managers, manufacturer's representatives and others, and asked them, either personally or by letter, their respective belt sizes.

The agency handling the newspaper, George Warner Advertising, promptly made a purchase agreement with a local Hickok dealer, who in turn warned the factory and its regional representative that there'd be a sudden big order.

Mechanics

As the list of names and belt sizes began to trickle in, the information was turned over to a local print shop. The shop prepared gift announcement letters and gift cards as fast as the names came forth.

Then the belt order was placed with Hickok. It was done by telephone direct to the Hickok factory on the morning of December 8. Two days later, 1,288 belts arrived at the Raleigh-Durham airport, via Air Express.

By December 15 the belts and gift letters were in the mail. Said the letter, in part, "... When you wear this belt we hope it will remind you of The Golden Belt of the South, North Carolina's ... A-1 market for every 'A' schedule."

There's more to the story. After the first of the year, when the agency got down to the task of selecting business publications to carry *The News and Observer's* schedule for 1953, the agency decided to let advertising people on the Christmas belt list report publications they prefer. Accordingly, letters went out to 225 cross-sectioned names on the belt list. In the first 10 days, 147 returns came back.

There was only one hitch. Word came in that there were several ladies who also bought space—sometimes with *The News and Observer*. But the word came too late. Next year, then, the ladies can expect a surprise.



Completely New Format

receiving enthusiastic praise from
both readers and advertisers!

NEW PAGE SIZE

It was love at first sight with rural families of the Southwest when they got their first copy of the Farmer-Stockman that sported the new small size.

To prove it, women of Oklahoma and Texas ordered seven times as many needlework patterns from the Farmer-Stockman in January, 1953, as they did of the same pattern, with the same promotion, in January, 1952.

Men wrote that they liked the "meaty" articles that are so well geared to their reading profit and pleasure. All in all, the new format is proving to be mighty popular.

401,000 Subscriber Families

*Edited Separately
for Oklahoma*

*Edited Separately
for Texas*

THE FARMER STOCKMAN — OKLAHOMA CITY, OKLA. — DALLAS, TEXAS

How SPS Says Hello When Salesmen Knock

**Company booklet tells
visiting salesman why
he's a nice guy.**

"They loved me in Jenkintown, Pa."

That's what industrial salesmen are likely to say these days as they leave the Standard Pressed Steel Co. plant. For all salesmen calling on the purchasing department of SPS are handed a vest-pocket size booklet titled, "We Love Salesmen." In effect the booklet says: Step right in and hang up your hat. Here is what we buy; here are the products we make; here are the people to see; we hope you won't have to wait, but if you do, here are the conveniences we have put at your disposal.

Our purchasing agents, the booklet explains, want to see you even before you start to warm up one of our waiting-room chairs—provided you have something we use or something you think we should use.

It's a simple booklet, and an important one to the salesman who can't afford to waste time. One glance at "We Love Salesmen" will tell the reader whether his product is obviously inappropriate, or whether it fits into the scheme of things. It lists generally what SPS buys to produce its Unbrako socket screws, dowel pins and pressure plugs; locknuts, steel shop furniture and aircraft specialties. Too, it lists other materials required to operate SPS shops and offices. And a good many of the products are pictured—cartoon style, and in two colors.

A center spread map shows how the SPS plant can be reached by automobile, where the special visitors' parking lot is and its position in relation to the entrance of the purchasing department.

The title is justified. Says the booklet: "We love salesmen here at SPS because they (1) maintain our vital supply lines, (2) exert themselves to meet our specific needs, (3) help us keep posted on new materials and products."

We're salesmen ourselves, says the booklet.

To prove it, SPS' own salesmen throughout the country will be dropping the booklet on desks of purchasing agents they visit, to show how things are done in Jenkintown, Pa.

Life has a way of giving each generation a job to do and then turning the same torch of freedom over to be protected by another generation. In my opinion, the most valuable concept we of today's world will turn over to the generation to follow us is our growing knowledge of the art and science of working with people. We are learning to put men above machines. We are studying the needs and wants of human beings and are beginning to minister to them in management with a sincere interest in the welfare of our workers.

**The Power of People
By Charles P. McCormick**

IN AKRON
**NABISCO'S
Shredded Wheat**

consistent
ads in The
Beacon
Journal are
reaching...

99.5%

OF THE HOMES

There's no other
medium or combi-
nation of media
that offers so much
for so little.

**Akron
BEACON JOURNAL**

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



**The Courier-Journal
THE LOUISVILLE TIMES**

Owners and operators of
Station WHAS and Station WHAS TV
372,946 DAILY • 301,686 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

Back Talk to Critics of "... Salesmen I Detest!"

Mr. Jones doesn't detract a word. But here's his philosophical report on brickbats—and posies—readers tossed at him. How many sales chiefs will he make mad all over again?

BY HENRY CARLTON JONES

*Jones & Jones Advertising Agency**

Ever pick up what you thought was a harmless, tame tabby cat and suddenly discover you had a clawing, spitting wildcat by the tail?

Something similar to that happened to me not long ago when I wrote an article about 12 types of salesmen I didn't like.**

I started out to be of help to the fellows in the selling profession. So much had already been written about *how* to sell, how to get along with the prospect, etc., that I decided I'd go at it the other way round. In my role as Mr. Prospect, I'd tell what *not* to do and mention things the man behind the desk doesn't like. I'd explain why I didn't like certain sales approaches and methods used on me by various salesmen who have called on me during the years. I was naive enough to think it might be appreciated.

I thought about the idea for several weeks and discussed it with a few salesmen. Everybody seemed to approve. "Selling," they said, "is in a rut. Most salesmen follow the same routine and have the same old bag of tricks. Somebody needs to think of some new ones. But they won't do it as long as they believe the old ones still work."

The problem was not only how to tell salesmen what I thought was wrong with their selling methods, but to tell them in a way that would be sufficiently impressive to attract some attention.

After I had decided which 12 faults I wanted to point out to sales-

men, I hit on a title. I decided to call it "12 Types of Salesmen I Detest" and to offer it to a magazine with many readers interested in selling. "With that title it can't fail to attract some attention," I assured myself.

I wrote the article and SALES MANAGEMENT published it in the Oct. 1, 1952 issue. The ink wasn't dry on the pages before explosions began from coast to coast. I had certainly succeeded in attracting attention!

Salesmen and sales managers leaped to action; complete strangers heaped ridicule, abuse and insults on my head. Some of the language almost scorched the paper. SALES MANAGEMENT editors got letters, too—in-dignant letters that called me practically everything.

In preparing the article I had been careful to state clearly in the beginning that I liked and admired efficient salesmen, that I wasn't criticizing salesmen *as a group*, but was criticizing only the 12 types I did not like. I said: "Top-bracket salesmen are rarely, if ever, guilty of the offenses I find so objectionable. Most salesmen are too intelligent to develop irritating habits to which their prospects might react unfavorably." In another place I said, "... A large number of salesmen call on me. I'm glad to see many of them."

Then after I had outlined the "12 Types" I did *not* like I concluded with this statement:

"Fortunately, not all salesmen are like the bores and misfits I have just castigated. There are many fine men in the selling profession, men I'm always glad and eager to see, who know their business and who are genuinely interested in helping me to meet the problems connected

*Oklahoma City, Okla.

**"Buyers I Dislike!" (SALES MANAGEMENT, Feb. 15, 1953, p. 105) was inspired by Mr. Jones' original article.

with my business. A *real* salesman who knows what he is doing, who gets down to business and helps me to buy what he has to sell because it will do a certain job for me, is a welcome visitor in my office. He's the man who gets my business and I'm sure he gets yours."

After having made statements such as that at the start and at the end of my discussion I thought, surely, that anybody could tell I was not quarreling with the entire selling profession. But evidently a lot of people jump at conclusions based on a phrase or two.

Not all Critical

Fortunately, all the letters I received were not critical. After the first wave of indignation subsided I began to receive letters that actually praised my courage and helpfulness in pointing out some of the weaknesses in selling techniques. Several sales managers wrote thoughtful letters in which they agreed with me on some points and took issue with me on others. One or two agreed with me in principle but felt I had been too severe.

One man, an official of a large steel company, wrote: "This 'detested' character in American life has been one of the major influences in the attainment of that life and it seems to me a shame that so much written about him must be derogatory." He went on to say: "In spite of the tenor of your written word, you are probably not the despot you sound. A couple of cool bourbons between us would probably establish that fact."

Me . . . a despot? We'll pass up that idea. But the bourbon suggestion sounds all right.

A correspondent in Chicago wrote: "I have read your article in *SALES MANAGEMENT* with considerable interest but with the hope that none of our salesmen would read it. . . . No doubt there is some truth in your 12 objections, but I will wager it took years to accumulate this list, and that it was drawn from hundreds of salesmen."

A student at the University of Notre Dame wrote: "Your article '12 Types of Salesmen I Detest' in *SALES MANAGEMENT* was very interesting. It pointed out to me some faults to avoid when I crash into the selling field."

A branch manager for a nationally-known company cheered me with this letter: "Thank you for mailing me copies of your article '12 Types of Salesmen I Detest,' which

appeared in the October issue of *SALES MANAGEMENT*. I think these are good and I am making it required reading for our sales organization. I shall make your 12 points a part of my next sales meeting. This is constructive work, and is good for the selling profession."

One of the things that made me happiest was when *Publishers Digest* reprinted the article in "Sales Review."

I've taken a lot of kidding from salesmen who call on me regularly. Some of them say they really have had to sharpen their tactics since they learned what I didn't like about salesmen. Two or three regular visitors have stopped calling and are probably offended although I had no particular individuals in mind when I wrote the "12 Types."

No Regrets

Now that the shouting has died down somewhat I have no regrets about having written the article. I do not think I was unfair or over-critical. Nobody was compelled to wear the shoe unless it fit. If I stepped on a few toes . . . well, maybe they needed it. Complacency does not lead to progress. If people in selling—or in any other occupation—feel too satisfied, they slip. Isn't that a fair statement?

I still believe that my listing of the "12 Types" of unwelcome and inefficient salesmen will do the patient good. It was not offered maliciously or mischievously. It takes a certain amount of courage to speak bluntly and to tell the truth as one sees it. I hoped to be helpful. That was the spirit in which I wrote the original article and it is the spirit in which I write today.

Many of my closest and most valued friends are salesmen and sales managers. I live with people in selling. As an advertising agency owner I am vitally concerned with selling, and am a salesman myself—a reasonably good one, I hope. I do not want to harm the selling profession in any way. My intention is the opposite—to help.

So I am not the least bit sorry I wrote "12 Types of Salesmen I Detest." I recommend it as helpful reading to every man or woman in sales work. While I do not insist that every reader agree with me, I sincerely believe that a careful study of the "12 Types" will result in a better and more intelligent approach to the prospect—and that should benefit people who make their living in selling.

5 AWARDS



to WESTINGHOUSE STATIONS

in B.A.B.'s contest on

"RADIO GETS RESULTS"

APPAREL

Award to KEX, Portland, Ore.
Advertiser: Hermanek's

FINANCIAL

Award to KYW, Philadelphia.
Advertiser: Bache & Co.

FOOD PRODUCTS

Award to WOWO, Fort Wayne.
Advertiser: Tidy House
Products Co.

FOOD STORES

Award to KEX, Portland, Ore.
Advertiser: Schumacker's

MISCELLANEOUS

Award to KDKA, Pittsburgh.
Advertiser: Don T. Atkin Co.

For real results . . . for spot action . . . in five of the nation's most important market areas, see Free & Peters for availabilities on Westinghouse stations!

WESTINGHOUSE RADIO STATIONS



WBZ·WBZA·KYW·KDKA
WOWO·KEX·WBZ-TV

National Representatives, Free & Peters,
except for WBZ-TV, for WBZ-TV,
NBC Spot Sales

TO ALL MANUFACTURERS AND DISTRIBUTORS

of Residential Construction
Materials and Related Products

Announcing an important
research study:

"FORECASTING RESIDENTIAL
CONSTRUCTION ACTIVITY,
BY STATES, 1950-1960"

FOR USE IN SETTING SALES QUOTAS.

The study describes a technique of forecasting residential construction, based on an intensive analysis of new Census data which reveals which states can be regarded as "overbuilt" and which states are "underbuilt". Forecasts are then presented for each state for the years 1955 and 1960, and in the Appendix we indicate how corresponding forecasts may be made for any single year between 1950 and 1960. The study took several months to prepare and in our estimation offers one of the most useful analytic tools ever applied in a marketing research problem.

The report arose as a result of the many letters addressed to the editors of SALES MANAGEMENT MAGAZINE for whom we prepare the Annual Survey of Buying Power, asking for data that would enable manufacturers of construction equipment and related products to set sales quotas in accordance with regional growth trends in residential construction.

The report, running to twenty pages, plus three charts and a statistical appendix containing about fifty columns of data, completely covers construction activity in the forty-eight states and District of Columbia. For details on costs, etc., write to

MARKET STATISTICS, INC.

Research Consultants to Sales Management
432 Fourth Ave., New York 16, N.Y. MU-4-3559

Why Writer DeVoto Thinks Television's Terrible

He suggests that advertisers stay out of his way from now on. He watched TV for 20 hours. Result: "shock."

Harper's Bernard DeVoto (Remember? He helped Adlai Stevenson put speeches together during the presidential race) has been singled out more than once as one of this country's most articulate writers in a half-dozen fields, notably American history, and the art of mixing palatable martinis. In "The Easy Chair," appearing in *Harper's Magazine* each month, Writer DeVoto is at liberty to comment on everything from the two party system to anthropology.

Last month DeVoto sat himself down before his television set, in Boston, and took a 20-hour objective look "to see how a prolonged exposure to television would affect my impressions of the medium."

"Madison Avenue Mentality"

After the watch was over, DeVoto took sharp jabs at the medium itself, and at advertisers and their agencies.

"I was surprised by the lack of variety in 20 hours," wrote DeVoto. "I had expected a greater diversity, a wider experimentation. This... must be the Madison Avenue mentality... standing in its own way. The entire ethic and practice of modern advertising developed from a misconception, failure to understand that when the intelligence-testers classified the normal mind in the age group of 12 years, they did not mean that adults are children."

DeVoto concludes that "The public is brighter than advertising has ever believed. It is less dependent on sweets, and it is less timid. It is a damned sight less timid than the agencies or the networks. They fired George Kaufman because five hundred people wrote letters protesting Mr. Kaufman's protest of the commercial vulgarization of a Christmas carol. Many millions of the public certainly approved his protest, and some of those millions certainly heard it and omitted to write in—but five hundred letters did the job. That's timidity for you..."

One basic handicap of the medium,

DeVoto thinks, is that "Just as you are about to shudder because the gangster is grinding out lighted cigarettes on the victim's naked chest, everything stops and the announcer reads a plug for motor oil. Nothing can kill horror or perverse bliss so fast as an ad."

All was not lost, though. DeVoto has some (though not much) constructive criticism. He finds the animated cartoon ingenious and pleasing; and the musical commercial which uses animations is "sometimes enjoyable," and "always incomparably easier to take than an announcer reading a plug... especially when the announcer interrupts his role as the hero of a tragedy in order to tell us about cigarettes."

But DeVoto had, he said, a feeling of shock and outrage whenever a soap or a soap invaded his private decisions in search of sales, or when Kate Smith (in a recent telecast) turned from news shots of wounded Marines "to peddle orange juice." He calls such video behavior "cultural corruption," and wonders why the Marine Corps itself is permitted to commercialize the bravery and suffering of its own group by putting it "at the disposal of an advertising agency."

Is There Justification?

Whether critics of DeVoto can justify the mythical "Madison Avenue mentality" is not important. In its awkward adolescence the medium is vulnerable, an easy target for the likes of DeVoto. If an impression of agency literacy is hard to come by after a few hours of televiewing, let the critics take heed. For if, as DeVoto contends, the public "is a damned sight less timid than the agencies or networks," then in all probability television can be cured of its diseases by a timidless public.

The sooner bright observers get around to suggesting improvements in the TV fare, instead of cutting it open with sharp instruments, the sooner DeVoto can expect satisfaction.

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotional Pieces
and Other Literature Useful to Sales Executives

If You Sell to the Foundry Market:

There are two guides published by *Foundry*: One gives basic information about the industry, which spends over \$1 million an hour for materials and supplies, and includes a flow chart of a typical foundry operation, data on equipment and materials used by foundries, raw materials and foundry supplies. The other is a marketing guide: analysis of market areas, analysis of foundry capacity by states and Canadian provinces, list of supply houses and agents, information on Penton's Foundry List and Directory of all foundries in the U.S. and Canada, outline map of foundry market areas to be used for analysis of sales potentials. Write to G. A. Pope, Business Manager, *Foundry*, Penton Building, Cleveland 13, O.

Newspaper Markets: Authored by Alan S. Donnahoe, director of research, Richmond Newspapers, Inc., it is a proposed method of ranking markets by the use of total daily newspaper circulations in the central city or cities as an index versus the concept of city metropolitan county areas. Briefly, the proposed method is to study boundaries of cities and distribution patterns of specific newspapers—cutting across county lines in contrast to limiting comparative figures to a county line basis. Data include the relative shopping influence of major retail centers throughout the country, measured by shopping store sales to non-residents; Richmond market area (counties where the *Richmond Times-Dispatch* and *News Leader* have 20% or more family coverage and the theoretical boundary within which 50% or more of all shoppers will come to Richmond, according to the "law of retail gravitation"); the first 50 newspaper markets and a detailed analysis of the markets making up the list of 168 Census metropolitan areas; percent of population of major newspaper markets in Virginia (Richmond, Norfolk-Portsmouth, Newport News, Lynchburg, Roanoke, Danville); major

newspaper markets of Virginia (market area, population, family households, income, retail sales); retail sales per family; Richmond newspaper market area (urban and rural components); the Virginia market. Write to Alan S. Donnahoe, Director of Research, Richmond Newspapers, Inc., Richmond 13, Va.

Nebraska-Western Iowa Market:

Termed a basic market in a study made by the *Omaha World-Herald*, a million and a half people live within this 103 county area—720,000 in urban centers, 830,000 on farms and ranches, with more than \$2 billion to spend. There are data on Omaha with a 1951 wholesale sales volume of \$1,613,012,000—312% increase from 1939; industrial firms maintaining division headquarters in Omaha; secondary markets (more than 1,000 urban centers, over 25,000 retail stores); meat, grain, manufacturing and transportation in Omaha; diversified industry; farm income (\$1,417,635,000 in 1951, with the average farmer in Nebraska earning \$8,822 in that year compared to a national farm income of \$4,929); daily and Sunday coverage of the *World-Telegram*. Write to E. T. McClanahan, Sales Promotion Manager, *Omaha World-Telegram*, Omaha, Neb.

Book Match Advertising: A guide to advertisers published by Match Industry Information Bureau. This year the match industry initiated an annual awards program for distinguished use of book match advertising. The object: to have qualified judges select "good examples" as a guide to all advertisers. Winners in 43 classifications of products and services, among 1,989 entries, received "Joshua" plaques named for the inventor of match books, Joshua Pusey. The guide analyzes approaches that were successful; lists winners; explains elements which make for the successful use of book match advertising.

you're talking to me!..



when you
TEST food
advertising in

ROANOKE

"Jim and I aren't wealthy.
"We're not poor.
"With our little house
and our two children,
we think of ourselves as
Mr. and Mrs. America."

That's who you're talking to in
Roanoke... good average people
with good average jobs (the
industry is highly diversified).
Not too much buying power.
Not too little.

That's why this 16-county trading
area is an ideal test market
for food advertising.

Nothing like an "Average" market for
test purposes... especially when it
is isolated from other markets by
mountains as Roanoke is!



Our new booklet, "PORTRAIT
OF A NEWSPAPER MARKET",
will show you how to make
the most of it... and what
The Roanoke Times and
World-News are doing to
help you sell through food
stores. FREE. Write,
Sawyer, Ferguson, Walker Co.,
60 East 42nd St., N. Y. 17 or

ROANOKE

Times and World-News
Roanoke - Virginia

ROANOKE
All America
Award City

Sawyer, Ferguson, Walker Co.
National Representatives



On the job!

Our volunteer speakers are saving thousands of lives today... in factories and offices, at neighborhood centers and at organization meetings all over this land... showing people what they can do to protect themselves and their families against death from cancer.

For information just telephone the American Cancer Society or address a letter to "Cancer," care of your local Post Office.

American Cancer Society

SALES MANAGER

Twenty-one years experience in sales and business management. Can initiate and execute effective promotional plans. Experienced in national and international distribution at all levels. Age 40; married. Available upon reasonable notice. Reply Box 2951.

WEST COAST SALES EXECUTIVE

Age 39, Family man, Desires Change. Background of sales, sales promotion, advertising, sales management, and franchising. Successful record selling tangibles and intangibles. Knows Western Markets. Thoroughly experienced in introducing new products and developing new markets. Box 2952.

NOTICE

Chicago area manufacturers representative company needs new line. Technical sales background. Excellent record.

Write: A. Benedict SU 7-8369
677 N. Michigan, Chicago 11, Ill.

FOR SALES TRAINING USE
SOUND FILM STRIPS
PRODUCED FOR YOUR FIRM BY
VIC HERMAN STUDIO PRODUCTIONS
15 WEST 44 STREET N.Y.C. 36, N.Y.

ing; when to use poster style, full detail, novelty eye-catchers, one-point selling, emphasis on dignity, or the light touch. Included are tips from the judges: advertising tie-ins, design simplicity, color and typography, merchandising ingenuity. There are figures on where book matches go, from surveys conducted by Fact Finders Associates, Inc., Hooper-Holmes Bureau, Inc., Opinion Research Corp.; information on why match books are popular with users and advertisers, how they can be used and the means of distribution. Write to Leon S. Theil, Match Industry Information Bureau, Suite 405, 1 East 43rd St., New York 17, N.Y.

Design-Engineer Problems: Continuing study made over a cross-section of *Machine Design's* readers. It is published to serve as a barometer of current interests of design engi-

neers, covering reduced costs, improved appearance, production methods, decreased maintenance, materials selection, weight reduction, automatic operation, greater precision, quieter operation, higher speeds, easier operating controls, lubrication methods, reduced vibration. Write to Robert L. Hartford, Business Manager, *Machine Design*, Penton Building, Cleveland 13, O.

Fitting the Package to the Marketing Problem: Reprint of an address by Robert F. Elrick before the American Marketing Association. It explains three major phases of the marketing problem of producing a winning package, defines and analyzes the problem, and includes a package marketing problem check list (22 problems). Write to Robert F. Elrick, Elrick, Lavidge and Co., 176 W. Adams St., Chicago 3, Ill.

The Three Biggest "Problem Areas" In Sales Management

(continued from p. 25)

with their drawbacks. Good sales manuals give the competitive "score-board." We have discovered repeatedly that the index to a good sales staff is its ability to cope with objections. Sales training on the subject of product features is an easy answer to this problem.

The consideration of realistic sales tools early in the program enables the salesmen to employ quickly much of the material and to realize the program's positive value. Through an early "selling" of the program to the salesmen subsequent training will achieve maximum effectiveness.

Direct subsequent training to persuasion techniques: The second phase of the training program should deal with persuasion techniques. A round-table exchange of successful techniques will have greater impact than a pedantic lecture on "How I Did It" delivered by the sales manager. This also builds competitive feeling among members of the sales team, and at the same time it provides a practical approach to their common problems.

Train salesmen on the job through supervisory "work with" programs: Real on-the-job training by sales management in the field acts as an aid and stimulates the salesman to greater production. Salesmen have

a genuine respect for the supervisor who goes along *without taking over*, who observes the sales technique and approach after each call.

Periodically review career progress with salesmen: As a part of training, every sales manager should annually evaluate and review the career progress of each salesman on his team. This should not be adversely critical; rather, it should set forth specific suggestions for improvement opportunities. By letting the men know where they stand, it will be easier to check future progress. Every salesman interested in his career deserves this information and will do a better job as a result of it.

There is something unfair and almost deserving of pity in the case of salesmen who are never informed of their standing and who work completely "in the dark" without any concept of their individual degree of success. During an assignment for a banking house, with a highly effective program for new business contacts, one of the new business representatives asked if it were known whether or not the "experiment" was working. His territory was a hundred miles from the home office, and though his performance on the job had been excellent, management had failed to advise him of the fact for six years.

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Letterheads OF DISTINCTION

Some people know your firm only by its letterhead. Genuine engraved stationery, designed and produced by us, at realistic prices, have that extra plus for gaining attention.

Send for "Letterhead Logic" **R.O.H. HILL, INC.**
270M Lafayette St., NYC 12

Wanted: GENERAL SALES MANAGER \$35,000

Our company, a nationally known manufacturer of major appliances, desires to locate an outstanding Sales Manager to head up all marketing functions.

Age 38 to 48. Must have strong experience in directing national sales of products sold through distributors such as radios, television, major appliances, table appliances, electric ranges and window conditioners.

Excellent opportunity for stock participation and for advancement into general management responsibilities. Reply in complete confidence to Box 2950, Sales Management Magazine.

The Scratch Pad

BY T. HARRY THOMPSON

I think NBC's nicely educated Ben Grauer was first with the Homburg-hamburger quips. At the Inaugural Ball, he said Washington looked like a Homburg heaven.

Sorry to see that breezy little news-magazine misspell it "cacaphony" as so many scriveners do.

Add similes: "As changeless as the shape of a violin."

No, Tessie, Maud Muller, who raked the meadow sweet with hay, didn't compose "The Rake's Progress."

I am indebted to The Dartnell Corp. for the sample copy of "Sales Memos," the vestpocket-size books for keeping expense-accounts. Most of us might need more space for the "sundries" items, which so often include things made with pitted olives and cherries with stems.

JOURNALIST: A newspaperman who takes his hat off when typing.—*Quoted by The Country Drummer.*

INSTANT: The length of time it takes a supermarket cash-register to reach \$10.—*Changing Times.*

The late Wilson Mizner used to say that, if you copy from one author, it's plagiarism. If you copy from two, it's research.

Nrr—"You think he may be head of a big dope ring?"
Wrr—"Well, he's a big dope."

Aside to R. L. Schaus, advertising director of Quality Bakers of America Cooperative, Inc.: Thanks for remembering "Words are the work-

ing-tools, etc." which I wrote 30 years ago, and asking for a copy to use in a speech.

Headline for an air-conditioning ad: "For a cooling-off period."

Steel starts with mining and/or.

Reader Andy Talbot has moved from the Chicago *Herald-American* to Pabst Blue Ribbon as P. R. director.

I like the new personal letterhead of Arthur Motley, publisher of *Parade*. In fire-department red, it reads: "Red Motley . . . *a propos de rien.*"

Spotting shoplifters comes under the head of counter espionage.

Neatest Trick of the Week: "Turner Is Given Chair For 4th Time in Murder."—*Headline.*

Olmsted & Foley says you can't advertise "just once in awhile" and expect people to buy "all the time."

I took a dim view of the early ballpoint pens, but think maybe Paper-Mate, with a *precisioneered* ball, has licked the problem of streaking.

Meant to say sooner that W. T. Smithers, ad mgr. of R. J. Reynolds, wrote to say they *had* considered the name "Cameleer" instead of "Cavalier" for the king-size cigarette. Well, I can't expect *everybody* to buy my violets.

International News Service also likes corn. It cited the cat that ate cheese, and waited "with bated breath" for a mouse!

That Tessie is unpredictable. She says it's "Gimbels for thimbles." In the next breath, she talks about the CBS "reticulation."

McCandlish Lithograph's V-P Hal Speckman thinks we should know better than to say "cohort" for "colleague" or "collaborator." He's so right. A *cohort* was a Roman soldier in ancient times. As we say south of the border, *Lo siento*.

Nrr—"Is he a big shot?"
Wrr—"No; his signature is legible."

"Three hours a day will produce as much as a man ought to write," says a Cryptogram. Any copy-chiefs tuned in?

When an ornithologist reported that a flock of crows had laryngitis, *Standard Time* cracked: "Lost caws."

Glass Container Manufacturers Institute estimates that more than 15-billion bottles will be needed for the distribution of fluid milk and cream in 1953.

Wish I could get a fee of \$10,000 for writing a booklet for Lustron. Or anybody!

Reader Miriam Lewis, of Curtis Research, turns up further info on which I said here was the first singing commercial I could remember. It was in "The Little Show" of 1929 and went like this:
Hammacher, Schlemmer, I love you!
You're like a sweetheart to me.
Hammacher, Schlemmer, above you
No other firm e'er could be.

Herb Dickson reports a sign in a bakery window: "Our pies don't taste like Mother used to make. But you won't need those pills Father had to take."

Madeline Buckley says a patent for a sun-shield attachment to eyeglasses has been issued to I. Sors, and no kidding.

Bristol-Myers might get Tin-Pan Alley to work on a number to be called "The Laxative Lag."

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The STITCH IN TIME that helps a lot of customers

How a famous surgical manufacturer "sewed up" their own distribution

Davis & Geck, Inc. (a unit of American Cyanamid Company) is a leading manufacturer of surgical sutures and other surgical specialties. Recently they considered two possible solutions to the problem of improving deliveries to their 10,000 widely-scattered dealers and consumers. Should they start a re-

gional warehouse operation or try distribution by air direct from their Brooklyn plant?

At the manufacturer's request, American Airlines prepared an analysis of the two courses of action. Distribution patterns were broken down. Fixed cost of warehousing and air delivery were compared. Result: Davis & Geck took a "stitch in time" and today are distributing by air freight. Not only do

they anticipate substantial savings—but, even more important, their customers are already benefiting from the improved delivery service.

If you have a distribution problem, why not see how airfreight can help you sew up customers?

For further information, wire us collect: American Airlines, Inc., Cargo Sales Division, 100 Park Avenue, New York 17, N. Y.



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YOU CAN SELL more retailers and more volume per retailer when your brand is one their customers want to buy. To get retailers to take on your brand—and to keep it—your advertising should be planned and used to build a consumer franchise. It should deliver consumers at the store with an active preference for your brand.

Token advertising is not enough. To impress retailers your advertising must impress their customers. It must win an important share of the day-to-day buying by consumers in the face of competitive promotion.

The Chicago Tribune has worked out a procedure that answers the need of manufacturers to base their production and selling on actual conditions at the retail level.

It is tied into the retailer's need for greater volume and his increasing attention to self service and simplified inventories.

Because it is in line with their thinking, the plan has the active support of retailers. It earns better store displays and shelf position. It gets greater efficiency from the work of your sales staff. It involves no special deals or

discounts or prices.

While the plan is geared in Chicago to the Chicago situation it can be used in any market. It applies to big units as well as to packaged goods. It is designed to get immediate sales volume. It can build the strong brand position on which you can rely for expansion.

Here is the kind of a program that makes sense today. It is proved. Others have used it. You can put it to work for you. A Tribune representative will be glad to talk to you. Why not ask him to call?

Chicago Tribune

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